

TWENTY CENTS

JULY 27, 1929

V19 #4

JUL 30 1929

Sales Management

The Weekly Magazine for Marketing Executives



Sir Herbert Austin
Chairman, Austin Motor Company, Ltd.

Austin, Britain's "Ford," to Tackle
U. S. Market with Low-Priced Car

Do Farmed Out Installment
Collections Hurt Sales?

Dispatch Conception of Columbus Market same as that of Country's Leading Advertisers

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Association of National Advertisers, Inc.

FOR GREATER
EFFECTIVENESS AND ECONOMY IN ADVERTISING
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Mr. Harvey R. Young, Advertising Manager,
Dispatch,
Columbus, Ohio.

Dear Mr. Young:

You are undoubtedly quite familiar with the increasing interest of advertisers, publishers, and agencies in marketing areas and their use as a scientific basis for budgeting sales and advertising. It is a subject which has received a great deal of studious attention at our recent general meetings, and at the meetings of our Executive Committee and Research Council. On a number of occasions during the past year various cases have presented to us for

definition. But among the most effective, and its results can be accounted for. Any endeavor to find the perfect method is, of course, futile. But among the several plans which we have studied there is one which has appealed particularly to our members, not only because of the soundness of the principle on which it is based, but also because it is in practical use by several of our members who are among the country's leading advertisers. In these particular cases we know that entire sales and advertising programs have been put on a budgetary basis which was impossible without it, and thus the

The method referred to has been developed after several years' study by Mr. T. O. Grisell, Director of Marketing of the George Batten Company, a number of whose clients have built their entire distribution organizations around this plan. It has as its principal basis for defining marketing areas the dominance of newspaper circulations in the counties surrounding given trading centers. Thus, the extent of the area outside a given major city is governed by the extent to which the several newspapers in that city circulate. State lines are disregarded but county lines remain, for the reason that a large part of the data available to advertisers cannot be divided into units smaller than counties.

29 counties . . . 76 cities and towns of more than 1,000 population each . . . 1,186,743 people . . . 305,382 families . . . 305,050 motor vehicles . . . 76,000 farms . . . 25,808 income tax payers . . . \$162,312,000 farm income . . . \$94,111,125 industrial payroll . . .

That's the Columbus Market

. . . a part of no other major city's trade area . . . covered by no other Columbus newspaper and not even denied by the circulations of the newspapers of other large Ohio cities.

AVERAGE NET PAID DAILY CIRCULATION—

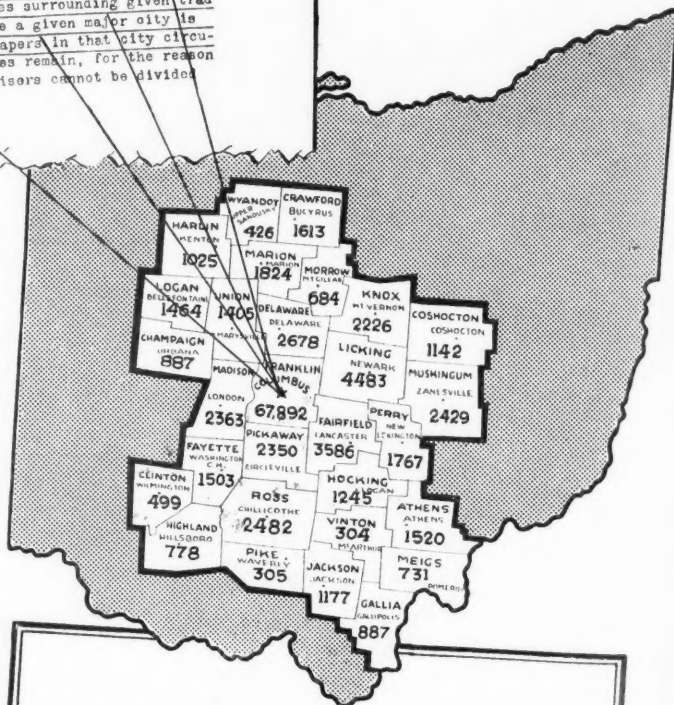
119,430

. . . more than 93% concentrated in Columbus and its exceptional trade area—offering a coverage of 1 paper to every 2.7 families.

Columbus Dispatch

OHIO'S GREATEST HOME DAILY

National Representatives—O'MARA & ORMSBEE, INC.
NEW YORK - CHICAGO - DETROIT - SAN FRANCISCO - LOS ANGELES



"YOUR LAST COPY SOUNDED POMPOUS"



R. M. BLANKENBAKER
Account Representative
New York



KATHERINE MCGOWAN
Checking Department
New York

TWO weeks ago we published an advertisement in this paper that most of us thought was all right—until one person remarked, "Your copy last week sounded like the pompous stuff that some banks put out."

One criticism of one advertisement shouldn't greatly disturb any advertiser—shouldn't, though it sometimes does.

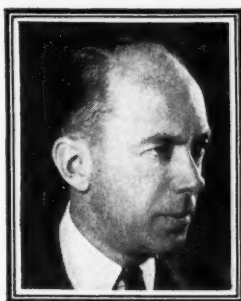
The pictures here are photographs of several of the very human human beings who make up the organization that we call "us." Maybe you know some of us. If not, maybe you will some day. And if you find *any* one of us talking, looking, or writing pompously, please shoot him.



PAUL STEVENSON
Writer
New York



EDWARD A. HOSP
Assistant Account Representative
New York



BOYNTON HAYWARD
Account Representative
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DONALD VELSEY
Assistant Account Representative
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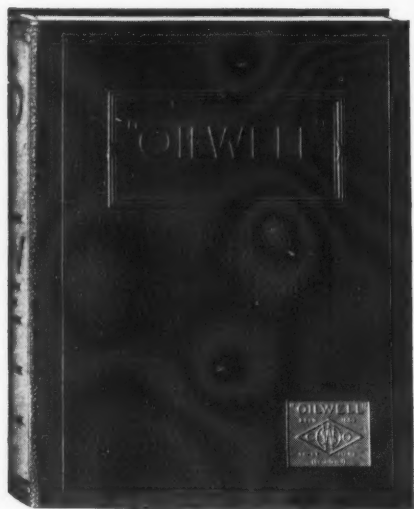
ADVERTISING

383 MADISON AVENUE : NEW YORK

CHICAGO
McCORMICK BUILDING

BOSTON
10 STATE STREET

BUFFALO
RAND BUILDING



Even London Waxes Enthusiastic!

Even conservative London reacted with enthusiasm when this flexible Molloy Made Loose-Leaf Binder was received, as shown by the following comment from the manager of Oilwell's London Office:—

"The striking orange colored back is excellent—the limp cover is also a big improvement—There is, however, such a unique and practical feature in the fastening arrangement, which is much in front of anything we have seen in bulletin covers. Usually the effect is that the reading matter will not open flat but forms an awkward hump, whereas, even with a full complement of bulletins, this cover opens in a most satisfactory manner."

MOLLOY MADE Loose-Leaf Binders

Your branch managers—your dealers—your salesmen or your customers—all will respond to the quality appeal and the convenience features of Molloy Made Loose-Leaf Binders.

Whether your purpose calls for ring binders, post binders, or one of the special devices such as used on the Oilwell book, you will find specially designed Molloy Made Binders far more effective and little, if any, more expensive than ordinary stock binders, when purchased in quantity.

If you are considering the use of loose-leaf binders for any purpose, write to us for samples and suggestions, giving full details. No obligation is involved!

The
DAVID J. MOLLOY
COMPANY



2869 N. Western Avenue, Chicago
New York Office: 300 Madison Avenue

Survey of Surveys

BY WALTER MANN

The Billionarea—1929

The ninth edition of the St. Louis *Post-Dispatch's* compendium of information about the Greater St. Louis market appeared recently. Mixed in with considerable promotion material we find some really valuable facts about this important area.

All in all, this fifty-two-page work bears the stamp of authenticity, despite its distinctly promotional atmosphere. From a research viewpoint the most interesting pages in the book are six which describe "An Exhaustive Survey of St. Louis," in which 120,000 homes were visited in an effort to know more about the St. Louis *Post-Dispatch's*—the opinions of its readers and the general newspaper reading habits of the people of St. Louis and vicinity.

The great care with which the name of the sponsor of this survey was kept from the interviewers is described in detail. Check-ups were constantly made during the fact-collecting period by Burns detectives, to find out whether the interviewers knew the name of their employer and were therefore throwing the weight of the interview in his direction. Apparently only one precaution was lacking to make the findings wholly authentic, i.e., the employing of an inspector supplied by one of the great space-buying organizations (such as the A.N.A. or the AAAA) to okay the facts and the methods by which they were secured. This would have silenced even the most captious critic.

And critics there have been apparently, for in a later paragraph it is stated "The facts published in the book* have stood the test of attempted rebuttal, without any fact having been controverted successfully."

The first of these six pages shows the twenty-six "homogeneous districts" of St. Louis, as established by the St. Louis Planning Commission, and which were used in this survey, plotted out into "above average," "average" and "below average" buying power or standards of living.

This same page also speaks glibly of family incomes, earning power, standards of living and buying habits, by which "the families of St. Louis, as in other large cities, have automatically grouped themselves." Now if this research study has actually worked out a real method of arriving at family buyer power and standards of living by city sections for all classes of products, I know a good many space buyers who will jump with joy. But, to the best of my knowledge, there are only a few family buying power studies (most of which have been made by the U. S. Department of Labor and other government departments) in which this has been done with any degree of accuracy.

To attempt to evaluate markets by family buying power, one must get the record of the entire income of the family, even including the "board" paid by boys

and girls living at home, etc. And these figures mount up today to staggering proportions. It is not uncommon for a family whose head earns less than \$50.00 a week to have a combined buying power of more than \$5,000 a year!

Then, too, there comes the question of the type of product for which the market is being studied. There are certain types of products for which the working boy or girl will scrape and save till his spending power equals that of a \$10,000-a-year executive. You know what I mean. Motorcycles or Murads, lingerie or lipsticks, depending on the boy or the girl, regardless of the kind of neighborhood he or she lives in. And the parents are just the same. The automobiles, radio sets and orthophonic phonographs that are bought in apparently the poorest districts of any big city have upset the space-buying calculations of many a newspaper space buyer. All due to this intangible thing called family buying power—i. e., the combined family income.

Be that as it may, the first fact offered by this *Post-Dispatch* survey is that in all districts—whether "average" districts or "above" or "below average"—the *Post-Dispatch* "reaches a far greater proportion of the families than does any other St. Louis newspaper." The survey reveals, moreover, that "in reader preference the *Post-Dispatch* exceeded all other newspapers combined."

Next fact is that "72 per cent of all families which are readers of any English daily newspaper are reached by the daily *Post-Dispatch*." We assume that this is meant to cover all readers in the twenty-six previously mentioned "homogeneous districts," although it is not specifically so stated in the report.

Next—"81 per cent of all families which are regular readers of any English Sunday newspaper are reached by the Sunday *Post-Dispatch*."

Next—that "70 per cent of the residential telephone subscribers are readers of the daily *Post-Dispatch*, while 72 per cent are readers of the Sunday issue."

Next comes detailed data on the number of 1920 census families, the male and female buyers of fifteen years and over, the number of autos, the bank deposits in dollars, the number of drug, grocery, hardware, general merchandise and department stores, as well as data on gas and electric service in every town of 1,000 and over population in the states of Illinois and Missouri. Figures on the circulation of the Sunday *Post-Dispatch* are also given. Why similar data is not given for the balance of the claimed territory in Kansas, Oklahoma, Arkansas and Texas is hard to understand.

Similar detailed data for the *Billionarea* is also given over in the back of the book, along with a list of the special merchandising features available through this mid-western newspaper. A monthly review of business conditions in St. Louis is also offered through the business research bureau of the *Post-Dispatch*.

*A separate book contains the research data in detail, which must be secured by special request from the St. Louis *Post-Dispatch*. We have sent for a copy which may be reviewed later.

Late Business Conditions Survey Shows

Spokane Country Business Humming

1928 Sales beat 1927 by 14.9 per cent.—1929 Gains over 1928

An exhaustive survey made March, 1929, covering 157 leading wholesale and retail business houses of the Spokane Country, representing 29 lines, indicated that Spokane Country consumers spent and invested in 1928 over \$470,000,000, or \$57,000,000 more than in 1927—an increase of 14.9%.

The Research Department of the REVIEW-CHRONICLE GENERAL ADVERTISING BUREAU has made another survey on sales, first six months of 1929 compared with 1928, also on conditions in the basic industries. The results are presented below for the benefit of manufacturers and advertising agencies to assist with their sales and advertising plans.

Here Are the Results of Late 1929 Survey on Business Conditions in the Spokane Country

Basic Industries

LUMBERING: Lumber production first six months 1929, according to report of Western Pine Association, shows increase of 23.5% over 1928—shipments also show substantial gain. Spokane Country alone ships over \$50,000,000 worth of lumber annually.

AGRICULTURE: Reports of research department of the Pacific Northwest Farm Trio (Washington Farmer, Oregon Farmer, Idaho Farmer) show: Livestock—best condition for nine years, prices equal pre-war times. Apple crop very good, with better prices than last year. Normal wheat crop indicated, with probably higher prices. Potato crop about the same as 1928.

MINING: The Secretary of the Northwest Mining Association, Spokane, says: "Conditions in the mining industry in this section are the best they have been in years. More new mines are being opened up, while districts that have been inactive for years are reopening and going to work on a big scale." The annual value of minerals from the Spokane Country mines exceeds \$60,000,000.

Wholesale and Retail Trade

SPOKANE BANK DEBITS: According to Twelfth Federal Reserve Bank Agent's report, Spokane bank debits first five months of 1929 showed an increase of 7%, compared with 2% gain for the Twelfth District.

SPOKANE DEPARTMENT STORE SALES: Reports of four leading department stores indicate substantial increase in sales first six months this year over last. All four consider outlook for fall and winter good.

WHOLESALE DRUGGISTS: Sales Spokane and Spokane Country first six months 1929 show 10% gain over 1928—outlook very good.

WHOLESALE GROCERS: Two report sales same first six months; one, 5% increase; another, 5% decrease—all consider outlook good.

ELECTRICAL SUPPLIES: First six months sales, Spokane 17% over 1928—outlook good.

National Newspaper Lineage as Another Barometer

According to figures published in Western Advertising, Spokane's gain in national lineage for 1928 beat every important city of the Western States except Los Angeles. While the increase in national lineage for THE SPOKESMAN-REVIEW and SPOKANE CHRONICLE the first six months of 1928 beat 1927 by 168,000 lines or 8%, the first six months of this year piled up another gain of 449,173 lines, beating 1928 by 20.8%.

Associated Advertising Rate Saves You \$23.80 Per Page

The 93,000 (86% UNduplicated) combined circulation of THE SPOKESMAN-REVIEW and SPOKANE CHRONICLE covers nearly all the 101,735 urban families in Spokane and the 522 cities and towns of the field. Present associated rate means a saving to general advertisers of \$23.80 to \$71.40 per page, based upon former separate gross rates.

SEND FOR "SPOKANE COUNTRY MARKET FACTS"

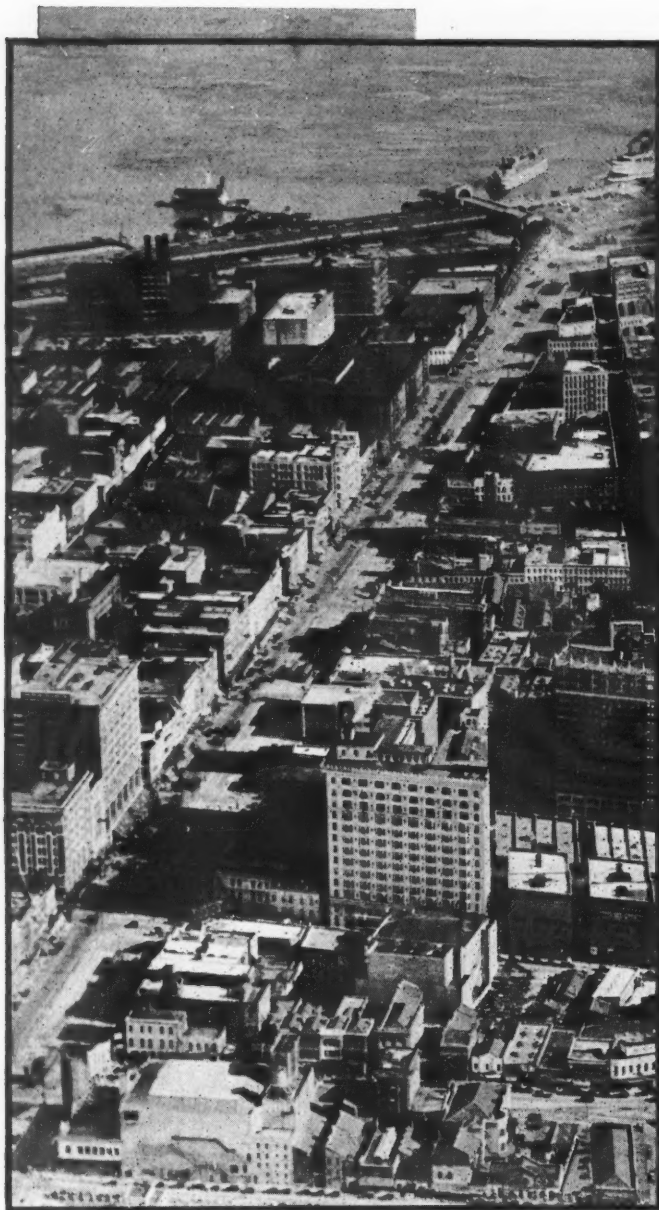


REPRESENTATIVES

WM. J. MORTON CO.
New York Chicago
M. C. MOGENSEN & CO., INC.
San Francisco Los Angeles Portland Seattle

DOMINANT FARM MAGAZINES

The Washington Farmer
The Idaho Farmer
The Oregon Farmer



Representatives Cone, Rothenburg and Noe, Inc. Pacific Coast Representatives: R. J. Bidwell Co. Member 100,000 Group of American Cities, Inc. Member Associated Press.

17 COUNTIES* SHOP ON CANAL STREET

Canal Street . . . New Orleans' greatest retail thoroughfare . . . department stores, furniture stores, jewelry stores, music stores, drug stores . . . every kind of retail outlet that means climbing sales totals for manufacturers and distributors.

And to Canal Street they come . . . busy, milling throngs of buyers . . . not only from uptown and downtown New Orleans but by bus, train, automobile, airplane from the 17 parishes (counties) in the New Orleans city-suburban radius.

750,000 people live in this city-suburban radius and there are 30 suburban towns of a thousand or more population. New Orleans is their city, their buying center . . . their buying power materially increases your possibilities in the South's first market.

There is only one medium through which this suburban buying power and the city power can be directed . . . that medium is the dominant newspaper of the New Orleans market.

The Times-Picayune

IN NEW ORLEANS

*'Counties' in Louisiana are known as 'parishes'.

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July 27, 1929
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Sales Management

The Weekly Magazine for Marketing Executives

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RAYMOND BILL, *Editor*; HENRY J. WRIGHT, *Advisory Editor*; A. R. HAHN, *Associate Editor*; DOROTHY GUERNSEY, *Desk Editor*; ROYCE CODY, *Art Editor*; LAWRENCE M. HUGHES, *News Editor*; JAMES C. COOK, *Managing Editor*, *Reference Number*

Toronto Office:
144 St. Germain Avenue
A. T. TURNER . . . Manager
SALES MANAGEMENT, INC.
420 Lexington Ave., New York
Chicago Office: 333 N. Michigan Ave.

European Office:
London, W. C. 2
33 Chancery Lane
G. D. YOUNG . . . Manager
RAYMOND BILL, *President*; PHILIP SALISBURY, J. F. WEINTZ, C. E. LOVEJOY, *Vice-Presidents*; EARL CONSTANTINE, *Treasurer*; T. J. KELLY, *Secretary*; PHILIP SALISBURY, *Director of Advertising*; J. B. KEENEY, *Manager Qualitative Analysis of Media*; M. V. REED, *Eastern Advertising Manager*; R. E. SMALLWOOD, *Circulation Manager*.
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LISTO

PENCILS



Advertising that SELLS

Listo pencils tell your sales message to the man you want to reach—tell it in a friendly, useful way, yet forcefully, scores of times daily.

Your trade-mark, name, slogan, emblem, or other advertising reproduced in color on a Listo develops lasting good will—actually creates sales!

Five type lines imprinted free.

Read What Kawneer Says:

"The Listo pencils we have given out have been well received with gratifying results, which has justified the repeat orders we have placed with you.

"They have proved a good advertising medium as well as an excellent pencil."

Yours very truly,

(Signed)

KAWNEER MFG. COMPANY

Write today for descriptive circular and quantity prices. Address Dept. B.

Listo Pencil Corporation

Alameda California
Chicago: 202 S. State Street

Eastern Representative:
HAROLD E. SEEGER CO., INC.
343 Broadway New York City

"Favorite of a Million Users"

The Market Basket

The Necessary Wholesaler

"It should be a part of the manufacturer's duty to point out to the dealer that a proper wholesaling mark-up will exist and will be paid for by the public no matter if the wholesaler exists or not," says B. M. Hiatt, sales manager of the Irwin Auger Bit Company, Wilmington, Ohio.

"In the case of carrying stock, for instance, if the manufacturer has to perform this function, he will have to put the cost in his own mark-up; if the retailer carries it, he will have to pay for it in the form of an added operating cost.

"The lack of publicity regarding wholesalers' services has led to the hasty acceptance of some shallow conclusions regarding their mark-up."

What Aviation Means to You

If you are in doubt as to whether or not you (or your boy) should become an aviator, read "What Aviation Means to You," published by the Universal Aviation School, St. Louis.

This year, it is pointed out, probably 15,000 airplanes will be built in the United States. "One manufacturer alone is said to have on hand more than \$3,000,000 worth of business that cannot be turned out for months.

... Aviation is bringing a tremendous demand for men."

Eight courses are available—three of them covering flight work; two on ground work; others on business, mechanics and welding. They cost from \$1,145 to \$125. Eight schools are operated by the company in various cities in the Middle West and South. Students may be insured.

Help Yourself to Coca-Cola

"Help yourself to a Coca-Cola," says a sign on a new sidewalk vendor appearing before many stores, "and pay the clerk inside."

The vendor, of course, is not a machine, and the necessity to go inside to prove your honesty may be a little annoying, but from the storekeeper's standpoint it should be helpful. Not a very large proportion of the people who drop their pennies in the slot of the gum or weighing-machines in front of stores ever know what lines of goods that particular store carries.

Another new merchandising plan of this active company, is a "Family

Package," a six-bottle carton (which, opened, provides a handle for easy transportation) to replace the old twenty-four bottle wooden case.

Vitamin Factories

Three mills of the Quaker Oats Company have installed equipment for storing up supplies of vitamin D in cereals by subjecting them to the action of ultra-violet rays—and the company's salesmen and advertising copy writers will soon be cashing in on it. Vitamin D aids in utilizing calcium, or lime, for developing and repairing bone, tooth and tissue structure.

On belt conveyors, arranged in moving step formation, in the quaker oats factories, the milled grain, steamed and sterilized, is fed on a thin layer which passes slowly under the vitalizing glow of mercury quartz vapor lamps. Invisible, but potent nevertheless, the vitamin is added.

Clocks on Trial

"Once you have a Poole clock you'll never go back to inaccurate time-pieces." To prove it the Poole Clock Division of the Morse Chain Company in a cooperative campaign listing dealers, gives you the opportunity to try out one of their clocks (which, incidentally, never need to be wound) for two weeks in your home. Just fill in the coupon and mail to the nearest dealer.

Handy Magnesia

If you haven't discovered all the potential uses of your product, there is a moral in the ingenuity of the milk of magnesia manufacturers. For quite a number of years, milk of magnesia filled certain well-defined needs. Then its uses as a dentifrice (whether in a tooth paste or from a regular milk of magnesia bottle) were found and promoted.

The other day my wife read in the women's page of a newspaper that milk of magnesia is very good for cleaning hats. She took one look at my ancient Panama and I went forth to buy a bottle of it.

And now comes Denton's Facial Magnesia for the complexion.

Magnesia may be had now in various forms—the most convenient of them perhaps being Milnesia tablets.

—LAWRENCE M. HUGHES.

NOT GALLOPING

in a headlong plunge to reach the end of the story—breathless, seeing nothing but the words that unfold the plot . . .



NOR YET PLODDING

doggedly through column after column of self-improvement, bidding the eye grimly to stay on the job . . .



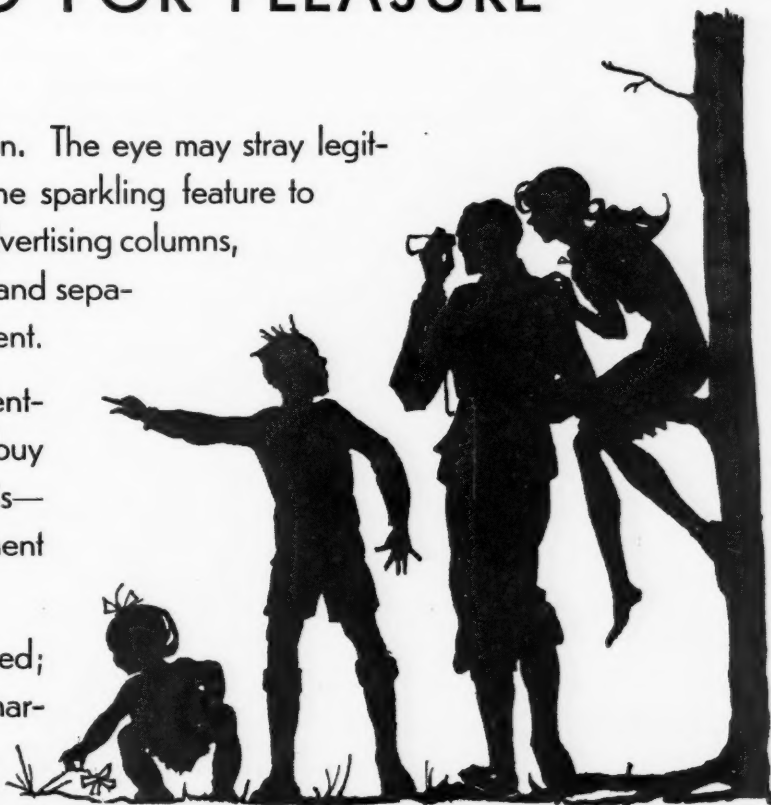
BUT ROAMING FOR PLEASURE

That is how LIFE is enjoyed.

LIFE'S pages invite exploration. The eye may stray legitimately in LIFE—detours from one sparkling feature to the next lead naturally through advertising columns, for a LIFE page is made of brief and separated tidbits of varied entertainment.

LIFE is enjoyed by the enjoyment-minded. And they it is who buy enjoyment merchandise; which is—anything that adds to the enjoyment of living.

Not a page of LIFE is missed; every line of every ad meets its market—the market of enjoyment.



A World-Wide Picture of Advertising

No lesser term can describe Germany's wonderful Advertising Exposition, to be held in Berlin from August 10 to September 8, and thus available to every visitor to the International Advertising Convention, August 12-15.

From many countries of both hemispheres exhibits will be sent, illustrating the newest and most striking developments in every field of advertising. Will you see them?

Spaces 85, 86 and 87 in this Exposition have been reserved by The Christian Science Monitor, and we invite you to view the display of this International Daily Newspaper.

For complete information regarding steamships chartered, sailing dates, trips and tours arranged, write International Advertising Association, 420 Lexington Avenue, New York City, New York.



The Christian Science Monitor

Published by The Christian Science Publishing Society, Boston, Mass., U. S. A.

A DAILY NEWSPAPER FOR THE HOME

European Advertising Offices:

LONDON

PARIS

BERLIN

FLORENCE

Sales Management

The Weekly Magazine for Marketing Executives

VOLUME NINETEEN, NUMBER FOUR

NEW YORK, N. Y., JULY 27, 1929

Do Farmed Out Installment Collections Hurt Sales?

I WONDER how many sales managers are in the same position as a friend of mine who recently resigned as district sales manager for a large concern manufacturing standard household equipment that is sold direct. His exact words wouldn't look pretty in a chaste and sober business publication, but the following is a fair summary of his remarks when I asked him why he quit a job he had held with credit for several years.

"It all traces back," he said, "to a bunch of poison pens in the blankety blanked finance company that discounts the installment contracts. You can believe it or not, but I'm here to tell you that those bloodsuckers have done more harm to the company's good will in three years than ten years of advertising can repair, and more damage to the morale of the sales force than all its competitors put together. I know it looks like darn good business, from the point of view of the comptroller's office, to get your money in advance and turn all the trouble and expense of collections over to somebody else. But try in practice to maintain the morale of a sales force in the field under a barrage of notices and letters from a strange third party to the transaction whose 'system will not permit,' and you will see what you will see.

"I'm perfectly willing to admit that all the logic and all the mathematics are on the other side. I've been told so often enough. But, hell's bells, it isn't a question of logic or mathematics, but of human relationships. There is no reason, perhaps, why Bill Jones or Tom Smith should resent be-

Because such extensive damages to good will may result from commercial financing of installment contracts, every sales executive has a direct and important interest in this phase of company policy. In this article George F. Benkhart, vice-president of General Motors, calls this problem one of the most serious with which his company has to deal and tells how they have handled it for last ten years.

BY ROY W. JOHNSON

ing bawled out by somebody he never heard of or never dealt with, or why he should blame us for it, but the point is that he does. Also, he cusses us out to his friends and neighbors when he gets an appropriate opportunity, making it pleasant for the salesman when he comes around. Headquarters were riding me right along because I was losing men off the territory, same as every other manager in the field. But how can you keep good salesmen, I ask you, when half their time is spent in pacifying soreheads on call-backs, and every second prospect they call on knows somebody who knows somebody else whose second cousin had a dirty deal from the company? The answer is, you can't. It is all very elusive and intangible, and, as I have been reminded by the swivel-chair philosophers in the home office, very illogical, but you can argue with it about as well as with the East wind.

"Here's what happens in a typical case. The salesman works with Mr. Jones, until he has convinced him that the equipment will serve his comfort and convenience, and that the company is a good outfit with which to deal. Jones signs a contract, and the salesman says, following manual instructions, 'Now, Mr. Jones, you have a year in which to pay for this, and if it doesn't function to your satisfaction you've got us.' The salesman goes away, and some ten days later the service department makes the installation. Then, the first thing Jones hears from anybody is a printed notice from the Blank Finance Company that reads like a summons: 'We hold your notes. Payments are due thus and so, and must be made direct to us. Send check on or before the first of each month to etc., etc.'

"Sweet Merry Christmas! Jones' reaction to that varies of course, but it

is darn seldom pleasant. Who in Sam Hill is this Blank Finance Company, and what right have they to be telling him what to do with his money? What about those pleasant and satisfactory relationships the salesman was telling him about? Isn't his credit good, or what? Hold his notes, do they? Fine chance he's got, if the equipment doesn't work as represented. And so on. The whole set-up is cold, sinister and forbidding. So unexpected, and so wholly in contrast with the cordial attitude of the salesman. Of course Jones ought to reason thus-and-so. But in nine cases out of ten Jones doesn't. He begins right then and there to feel that he has possibly hooked himself into something that is going to be unpleasant, and thereafter he is going to keep his eye peeled for trouble. So far as the company and the equipment are concerned, he has a chip on his shoulder from then on.

Evolution of a Knocker

"If the gods are kind and Lady Luck works a miracle or two, the installation will function perfectly from the start, and there will be no disputes or differences of opinion about anything. But you know yourself how often that is likely to happen, especially when the purchaser has been put in a suspicious frame of mind at the beginning. Jones is likely to insist upon an absolute and literal fulfillment of every claim made in the advertising, and every representation of the salesman; he will holler for a service man when he thinks he doesn't get it: and he will refuse to pay another nickel until he does get it. Logically he is all wrong, no doubt, but try and tell him so! The service department gets busy, and the salesman has a nasty call-back on hand, and then—the finance company horns in with 'in justice to yourself,' 'Our system will not permit,' and so following: pink and green and yellow printed notices displaying a perfectly callous indifference to the situation. By the time we have succeeded (with the best of luck) in getting Jones moderately pacified, he gets a smeared form letter threatening to enforce the default clause in his contract written by old man Scrooge himself. Try to hold that baby down thereafter, and try to sell equipment to any of his friends! Plant a Jones in every other city block (which is no serious exaggeration), and then figure out for yourself the chances of holding good salesmen and making your quota."

There is a good deal of sober truth in that, I think, and I have a hunch that the situation outlined is not by

any means exceptional. The striking success of installment selling as applied to automobiles, beginning with the organization of General Motors Acceptance Corporation ten years ago, has led to a vast promotion of finance company service, and business concerns have acquired a new and glittering toy with which to play. In many instances (perhaps most) there is no doubt that finance companies perform a useful, profitable and entirely beneficial service. It is **not my intention** to condemn or disparage finance companies *per se*. But on the other hand there are numerous instances in which the "service" is of the variety described by our friend, the ex-district manager. The finance company's argument is cogent and convincing, so far as the logic and mathematics of the situation are concerned, but logic and mathematics do not, unfortunately, tell the whole story. For in dealing with the public, it will not do to forget that good will is far more emotional and sentimental than logical, and that you can control it mathematically to about the same extent as the taste for a popular song.

Jeopardizing Your Good Will

And the point is that in discounting installment contracts or straight accounts receivable with a finance company of any of the various shades and varieties, you are virtually turning over with them the good will of the customer to the extent of placing it at the finance company's mercy for the period of the account. You are placing them in the position to deal directly with your customers, practically speaking in your name, and whether it is reasonable or not the customer will blame you if the relationship is unpleasant or unsatisfactory. A great many of the vast number of finance companies which have sprung up in the past ten years care for nothing in the world except to get the money and make a profit for themselves; they know nothing and care less about actual situations and past or present relationships; their "system will not permit," and that is the end of it. But from the customer's point of view, be it noted, that often means simply this: that the "system will not permit" what he considers fair and honorable and decent treatment on your part—not on theirs.

That the problem is a real and vital one is probably realized nowhere more clearly than by the prototype and pattern of them all, General Motors Acceptance Corporation. "As a matter of fact," said George F. Benkhart, vice-president in charge of public relations, "it is in many ways the most

serious and the most baffling problem we have to face. We have been trying sincerely and soberly to solve it throughout the whole ten years of our existence, and though we have made much progress, we cannot say we have wholly succeeded. Again and again, we have modified the form and wording of our notices and letters when experience has shown them irritating or unpleasant. We are at work constantly with the personnel of our sixty-five branch offices to insure intelligent and courteous treatment for even the humblest purchaser of a used car. While our procedure must, of necessity, be standardized, it is continually open to revision. As we say in the booklet which every purchaser receives at the outset:

"The scope of our operations is very wide, so that we must, of course, standardize our methods, resulting in some sacrifice of the close personal relationship we would like to have with every purchaser. So despite the utmost care on our part, it is possible that errors may creep in and be the cause of dissatisfaction with us or our service. . . .

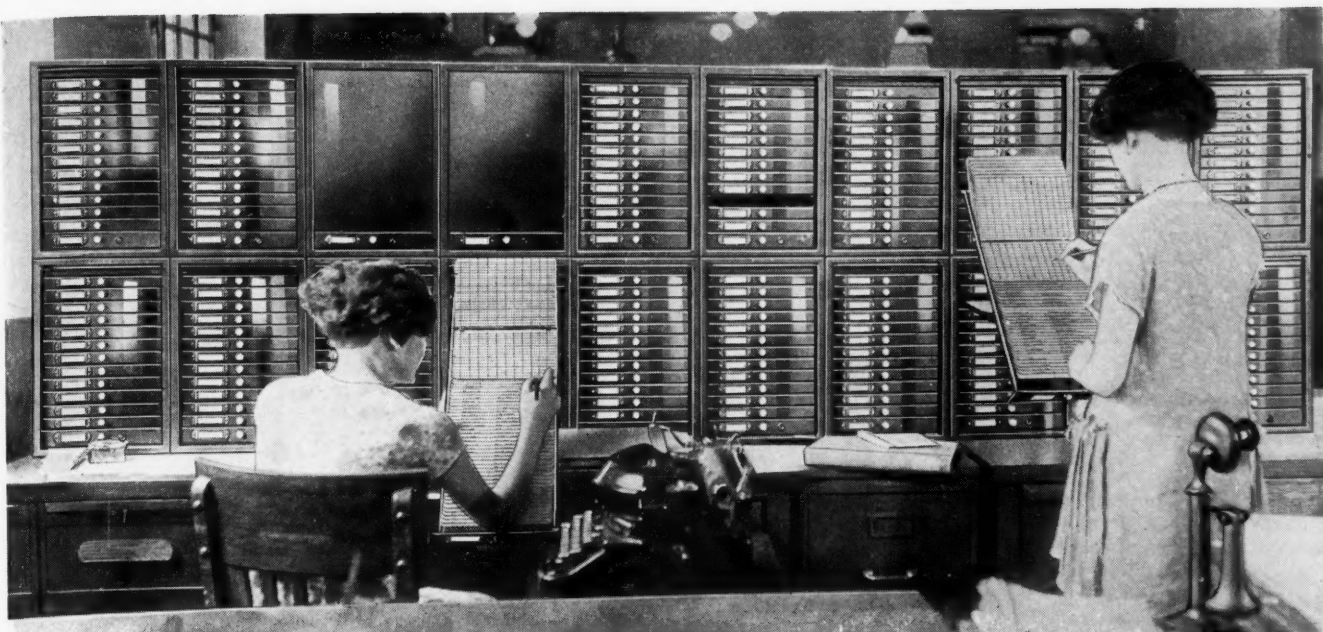
"Therefore, our problem is not the dissatisfied customer who complains. We can make amends to him and take advantage of the complaint to perfect our service. Our problem is the customer who may have a grievance but does not tell us about it. We have then no way of knowing that we have lost his good will and no opportunity to make amends.

"We therefore wish to urge everyone who deals with us to bear this in mind should any unsatisfactory incident in our relations occur."

No Complaint Too Trivial

"In this organization we realize thoroughly what the outside, independent finance company commonly does not; namely, that it is a merchandising enterprise we are engaged in and not simply and solely a financial operation. No complaint is too trivial to warrant a thorough investigation and satisfactory settlement, and, at the same time, a careful scrutiny of the system to see if future complaints of the sort may be avoided. We get our money, of course. We must do that, as any finance company must. But the customer who has a grievance is meanwhile thoroughly convinced that the matter will be adjusted to his satisfaction. Above all things, we try to avoid any suggestion or implication that we are too big and strong and powerful to be concerned about his little, individual feelings toward General Motors.

"One great advantage of our plan
(Continued on page 172)



Many special drives and general campaigns have been planned solely on the basis of the story the card records tell. The result has been a steady and substantial increase in business.

How Ralston Purina Takes the Guesswork Out of Sales Direction

THE Ralston Purina Company has in recent years developed a large-scale national produce business through aggressive sales methods which depend very largely for their success upon quick availability of data on sales and shipments, as classified by commodity, salesman, dealer and territory. An extensive system of visible records, used now in sixteen departments, is given large credit for making sales data immediately available in individual or summary form. Without the information now quickly obtained, it would be practically impossible for the executives to maintain the present control over sales, or to get full benefit from setting salesmen's and district quotas and from conducting contests.

The visible record installation did not start in the sales department, although its greatest use has developed there.

All dealers are listed by city and by state as well as territory salesmen. There are 744 "chow" salesmen in the field and thirty specialists or sales promotion men.

Each man reports by mail on Tuesday and Friday nights and semi-weekly sales reports are issued covering de-

This article is based on the results of a survey made by the A. C. Nielson Company, Chicago.

The sales record system described here furnishes Ralston Purina executives with an accurate, up-to-the-minute report on the conditions in each territory, thus enabling them to head off market slumps.

tails and summaries of tonnage sold of each feed by each man. The field reports mailed Friday night from points as far away as Woodstock, Canada, are all entered in the data placed in the sales manager's hands at the home office by Monday evening. This speed was impossible under the old methods and the information was cold before it reached the sales managers.

The value of quick availability of data is well illustrated by action taken by the Canadian sales manager on the day this survey was made. A report just received from the statistical department showed that sales for the first five days of February were running behind the January sales, and he immediately arranged to make a trip to meet the district sales manager and salesmen to formulate plans for bringing up volume.

Another recent case was that of a salesman at Windsor, Ontario, who was held to his quarterly quota by pressure applied from the home office

when the statistical department's report on quota standings reached the sales manager's desk. On December 20, 1928, the salesman was three cars short of quota and received a wire from his manager. He worked four days, sold one car and then became ill, but was able to close two more cars by telephone before the end of the period.

Dealer records are also closely scrutinized. On January 15, 1929, a sales manager noticed that one customer had a chance to make an "all-time record." He wired the salesman that three more cars for this dealer would break the record and two cars were sold.

Occasionally, the records indicate that high sales by one man need investigation in order that effective sales stunts may be incorporated into a general sales plan. On November 16, 1928, it was noticed that sales by several salesmen had been unusually high

(Continued on page 170)

How Twenty Companies

Contributing to

A CANVASS of practices in sixty leading concerns that operate salesmen's automobiles shows about half the number following the plan of a flat mileage allowance and about half paying all expenses on the basis of an itemized report.

Low operating costs based on carefully compiled itemized statements by a number of companies operating good-sized fleets seem to indicate that firms allowing a flat seven to ten cents a mile might, on more careful analysis, find they are able to trim costs at this point. At least this should be true in territories where road conditions are reasonably good. Of course, it should be taken into consideration that firms operating under the flat mileage allowance do not have the bookkeeping costs that are necessarily a part of the itemized statement plan, and they can therefore afford to charge to salesmen's cars a slightly heavier expense.

The Clay Equipment Corporation of Cedar Falls, Iowa, is one concern that is operating a fleet at a very low cost. Twenty-five Chevrolets operated during 1928 cost the company only \$.0299 per mile. Two Fords showed a cost of \$.0339, and two Dodges, \$.0319. A detailed analysis of the expenses for these cars appears on page 150.

"We own all our own cars," says J. B. Clay, president of the company, "and our salesmen are permitted to use their cars when at home just as though they owned them. If the salesman and his family go on any

Kraft-Phenix Cheese Corporation, Chicago
Armour & Company, Chicago
Brownstein-Louis Company, Los Angeles
Oshkosh Overall Company, Oshkosh, Wisconsin
Ford Roofing Products Company, Chicago
Baker Ice Machine Company, Inc., Omaha
Dennison Manufacturing Co., Framingham, Mass.
Graton & Knight Company, Worcester, Mass.
Fuller & Johnson Mfg. Company, Madison, Wis.
Graybar Electric Company, Inc., New York City

extended tour of more than a few hundred miles during the summer vacation, we charge the salesman a nominal amount for the use of the car for this trip.

"Generally speaking, our cost on cars has been declining year by year. In 1927 our mileage cost was \$.039 per mile; in 1926 it was \$.045 per mile; in 1925, \$.0525 per mile, and in 1924, \$.0475. The clerical time of assembling a detailed report on expenses at the end of the year has cost us from \$75 to \$100."

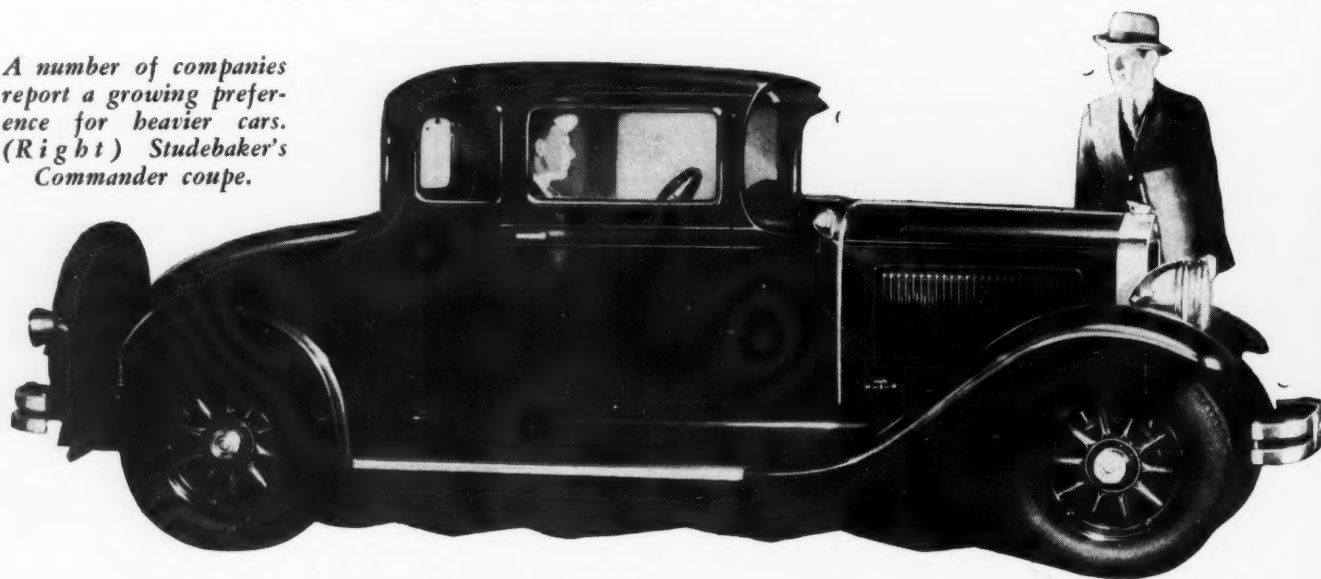
Ballard & Ballard of Louisville, Kentucky, showed an average cost of \$.044 on 106 cars, for the first six months of 1929—exactly the same figure as for the previous six months.

An analysis of their expenses by makes of cars appears on page 150. Particularly creditable is the showing made, in their fleet, by the heavier cars.

This company, too, has experienced a steady drop in the costs of motor transportation for salesmen in recent years. The six months ending December, 1927, showed a cost of \$.054. This was reduced, by the next June, to \$.047, and a still further reduction of \$.007 showed up on the statement for December, 1928.

"From our experience in the last couple of years," says P. M. Wallace of the company's executive staff, "we would be very hesitant if approached

A number of companies report a growing preference for heavier cars. (Right) Studebaker's Commander coupe.



Handle Auto Expenses

These Articles:

Crown Cork & Seal Company, Baltimore
Nunn, Bush & Weldon Shoe Company, Milwaukee
Oliver Farm Equipment Co., Charles City, Iowa
Sweet Candy Company, Salt Lake City
National Carbon Company, New York City
Gulf Fertilizer Company, Tampa, Florida
Clay Equipment Corporation, Cedar Falls, Iowa
Butler Manufacturing Company, Kansas City
Ballard & Ballard Company, Louisville, Kentucky
Spencer Heater Company, Williamsport, Pa.

by any of our salesmen with the proposition of allowing a flat rate for operating expenses. Any allowance which the average salesman would consider fair to himself would be very much more than our present expense."

The Butler Manufacturing Company of Kansas City, Missouri, formerly operated under a flat daily allowance of \$5.25 per day per car. At this time the salesmen owned the cars.

After many complaints from the

men that the \$5.25 was not a sufficient allowance, the company changed its policy and decided that the automobiles should be company-owned and the company would pay all expenses based on an itemized report.

Costs dropped immediately. The latest report available—that for the month of May, 1929—shows a cost of \$.0419 per mile (based on nineteen cars), where the average mileage per car per month is 2,275. This makes the average cost per car per day \$4.26—which represents a daily saving of 99 cents per car per day over the

old flat allowance method, or, in a month's period, close to \$500 for the fleet.

"We found this new arrangement much more satisfactory than any other arrangement we have ever used," reports William A. Knapp, vice president of the company. "The car is turned over to the salesman, who uses it for both business and pleasure. We have never objected to their using the car for their own personal use provided they furnish their own gasoline and oil."

A detailed analysis of this company's costs on the nineteen cars they operate appears on page 150.

Among the companies that make a flat monthly allowance for car expenses are Kraft-Phenix Cheese Corporation, the Hooker Glass & Paint Manufacturing Company, both of Chicago, and the Steves Sash and Door Company of San Antonio, Texas. Kraft-Phenix is now going back to their old policy of the flat monthly allowance after a period in which they experimented with detailed reports. The amount of the allowance given each of their salesmen depends upon the amount of driving each man has to do, which, in turn, depends largely on the size of the man's territory. Allowances range from \$50 to \$75 a month. "We realize that this does not cover the entire expense of the operation of the automobile,



The economy of operation possible in Ford's Model A business coupe makes it a favorite for the use of salesmen.

How Two Leading Companies Itemize Automobile Expenses

The following breakdown is furnished through the courtesy of the Clay Equipment Company. It summarizes the expenses for twenty-nine salesmen's automobiles for the year 1928. The itemized statement for each car also shows the name of the salesman driving the car, and the dates of the period the car was driven.

Make	Storage	Gas	Oil	New Tires	Tire Repair	Car Repair	Miscellaneous Expenses	Depreciation	Credit to Depreciation	Totals	Miles Driven	Cost Per Mile
2 Dodges	\$22.50	\$359.65	\$61.15	\$72.30	\$30.60	\$119.13	\$59.00	\$251.00	\$34.75	\$940.63	29,415	.0319
2 Fords	26.90	123.16	40.96	46.85	15.10	106.67	10.00	101.00	470.73	13,883	.1339
25 Chevrolets	377.67	2,991.04	592.04	455.30	270.85	1,641.34	399.82	2,774.15	386.21	9,115.95	305,070	.0299

The Butler Manufacturing Company, of Kansas City, operates nineteen cars, all Fords and Chevrolets. The following table shows their breakdown of costs for one month—May, 1929—with the average figures under each heading, for the nineteen cars.

	Miles	Gallons Gas	Cost Gas	Oil Quarts	Oil Cost	Garage and Washing	Tire Repair	Other Repairs and Miscellaneous	License and Insurance	Total Operating Expenses	Average Cost Per Day	Average Mile Per Day	Average Miles Per Gallon
Totals	43,234	2,623	\$574.78	433	\$131.90	\$230.40	\$173.65	\$233.86	\$469.51	\$1,814.10	\$80.95	322
Averages ..	2,275	138	30.25	23	6.84	12.13	9.14	12.31	24.71	95.48	4.26	.0419	16

but we assume that all of our salesmen use their cars for their personal use," states J. T. Wilson, sales manager.

Hooker's city salesmen receive \$65 a month allowance; suburban salesmen receive \$90 a month, and country salesmen \$140 a month. This eliminates all checking of expenses, the company points out, and their report is that the method has been entirely satisfactory.

The Steves Sash and Door Company, operating sixteen cars, pays city salesmen \$75 a month and country salesmen \$100 a month. The cars are largely Chevrolets and Fords and are owned by the salesmen.

Graybar Electric Company, Inc., does not own the cars operated by its salesmen, but it finances the purchase and allows the men to pay for their cars on a monthly payment plan. There are 327 cars in this company's fleet: 110 Fords, 40 Dodges, 45 Chevrolets, 23 Buicks, 13 Essexes, 11 Studebakers, 10 Overlands and a few still heavier cars. After starting out operating cars on a mileage basis, this company switched over and now follows the policy of operating on a daily allowance. This allowance runs from \$1.75 to \$4.00. For city driving the allowance is \$1.75. In the country the minimum is \$3 a day and the maximum \$4.

"The amount to be allowed is determined by the management," says L. M. Dunn, vice-president of the company, in discussing this phase of the firm's activities. "It depends entirely on the class of country to be covered, the roads, etc. Despite the fact that we have raised the allowance, up until about a year and a half ago our maximum was \$3, and it has now been advanced to \$4, we still continue to get a great many complaints

from various territories about the allowance not entirely covering the cost of operating the car.

"Our cost for motor transportation, including that of the salesmen and the merchandise, is about \$725,000 a year, a sizable sum. It averages, if you will divide it among our seventy-one houses, approximately ten thousand dollars per unit.

"When we finance the purchase of a car for a salesman we make no interest charges on unpaid balances. We also pay the license fees on the cars, and, while the salesman is buying the car, we pay all of the insurance. That includes fire and theft, liability and property damage. After the salesman pays for the car and it becomes his property, he pays fire and theft insurance, but we continue to pay all of the other insurance charges.

"The reason we decided it would be better for the salesmen to own their cars was that after trying a num-

ber of plans, we arrived at the conclusion that if the salesman owned the car he would be a great deal more careful of it and would take more pride in its appearance than if the company owned it. It also gave him more latitude in the week-end and other uses of the car.

"We find some disadvantages in that because some of the men want to buy cars that are beyond their means . . . we have never felt that we should entirely cover the cost of the car and all of its operations, because all of our men operate under a bonus or extra compensation plan, and while the mobility of the car permits them to get around to call on more customers and we benefited from that, they did also.

(The conclusion to this article will appear in the August 10 issue. It will present further figures on costs of operating and will explain various methods used in keeping records.)

Costs of Operating 106 Automobiles During First Six Months of 1929 by Ballard & Ballard, Louisville

Number Units	Make	Without Depreciation		With Depreciation	
		Auto Cost Per Mile	Average Six Months	Auto Cost Per Mile	Average Six Months
50	Ford A021	.019	.035	.033
24	Chevrolet032	.029	.052	.048
2	Dodge "6"032	.027	.067	.052
6	Essex034	.025	.054	.045
2	Buick036	.030	.055	.041
17	Dodge "4"037	.033	.047	.044
4	Hupp "6"054	.035	.059	.071
1	Whippet "4"066	.032	.112	.055
106	Various makes028	.028	.044	.044

Teamwork Between the Salesman and the Sales Promotion: How to Plan It

BY F. W. BOND

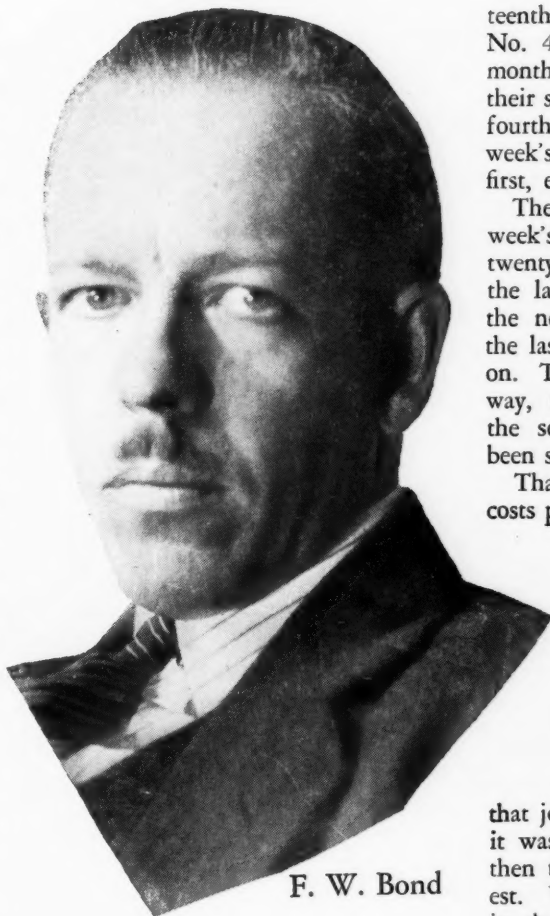
AS yet comparatively few advertisers have discovered that coordination of printed and personal sales efforts, on definitely known prospects, is the way to make both most efficient.

Perhaps a few cases will illustrate what is meant by coordination. A manufacturer of an appliance for printing plants had, for years, depended on the old system of mailing inquiry seeking sales literature to all prospects in five or six surrounding states, then following up these inquiries with salesmen. From each mailing he would get 40 to 100 inquiries—but they were scattered over six states, and seldom were two of them from the same town or even close together.

This sales method resulted in what would have been a very satisfactory percentage of closes if the unit of sale had been larger, if the sales had been grouped geographically with a consequent reduction in traveling expense and lost time.

Coordinated Selling

This method was not coordination of sales promotion and personal selling. The literature was broadcast—the salesman jumped when a prospect held up his hand, indicating some interest—how much nobody knew. But here is what this manufacturer did, which was coordination between printed and personal selling. He analyzed his market carefully, he determined who were the real prospects. These were grouped according to best traveling routes, etc. He estimated how long it would take a salesman to work each town on a certain route. With this reduced to days he had the salesman's first month's trip planned, and this group automatically became the first month's list to which the sales promotion literature was sent. This was further subdivided into weeks. These prospects were mailed a series of four sales promotion pieces on the following schedule: First week's prospects were sent piece No. 1 on the third of the month, piece No. 2 on the tenth, piece No. 3 on the seventeenth



F. W. Bond

In his nine years as head of the F. W. Bond Company, Mr. Bond has planned and motivated over 300 sales promotion campaigns, covering forty-five lines of business. Prior to establishing his own company, Mr. Bond spent seven years in sales work as advertising manager, sales promotion manager, house organ editor, contributor to trade publications and as manager of a dealer service department.

and piece No. 4 on the twenty-fourth. Second week's prospects were sent No. 1 on the tenth, No. 2 on the seven-

teenth, No. 3 on the twenty-fourth, No. 4 on the first of the following month. Third week's prospects got their series on the seventeenth, twenty-fourth, first and eighth. Fourth week's prospects on the twenty-fourth, first, eighth and fifteenth.

The salesman worked the first week's prospects the week of the twenty-fourth, immediately following the last of the series. He followed the next group the week following the last mailing to that group, and so on. The process was continued in that way, the salesman always following the series immediately after it had been sent to a specific group.

That is coordination. Traveling costs per call and per sale were reduced tremendously, and because of the predetermination of prospects, percentage of closes was higher than when inquiries were followed.

Another case presented quite a different problem. A manufacturer of a small dental equipment item, distributed through jobbers, found that jobbers' salesmen pushed it when it was first added to a jobber's line, then they would gradually lose interest. With the many items they have in their line, it is only natural they should push a new addition. It is their one opportunity to vary their story. But that didn't help this manufacturer—except at the time when his product was the new addition.

To Revive Buyer's Interest

A typical condition was represented by the New England territory. The first year sales were fine, the second year saw a decrease, and the third year saw sales drop to almost half that of the first. Something had to be done to stimulate new interest in the product. It couldn't be done alone by stimulating the jobber's salesmen. The pressure had to be put on the buyer, to revive his interest and prompt him to demand further information from the salesmen.

The answer was this. A series of six sales promotion pieces were used,

scheduled to alternate with the salesmen's calls—two pieces, then a call, two pieces and a call, and so on. This was more or less automatic coordination. It was merely a gearing of the mailings to regular sales routine. But it was coordination, nevertheless.

Sales jumped almost five times, 492 per cent to be exact. That was the score at the close of the series, and did not include interest created that resulted in later sales.

An interesting sidelight on this type of promotion is that a return card was included with each mailing (at the insistence of the jobber). If every return card had resulted in an order, total sales would not have paid for the postage. People do not respond to the old "indicated interest" getters as they did in days gone by.

I have in mind another instance, typical whenever the product is sold through retail dealers over whom the manufacturer has little or no control.

Thought He Was Pushing It

The product was a home appliance selling at about \$125 a unit. Practically every dealer carried a model on his floor. He was plentifully supplied with dealer helps, some of which he used, most of which were thrown in the wastebasket after accumulating a few weeks' dust and dirt. Did the dealer push the product? He thought he did. At least, when anyone showed interest in the product he hastened to recite the whole sales story, with the inevitable result that the prospect said "I'll think it over." Selling efforts stopped until another prospect showed himself in the store.

The coordinated plan devised for this situation consisted of getting from the dealer a small list, 50 to 100, of known prospects for this appliance. The dealer was told that an intensive sales promotion campaign would be released to these prospects if he would agree to make at least one personal sales solicitation on each prospect within thirty days following the release of the last mailing piece.

Here is what happened in a few typical cases:

A dealer in Lawrenceville, Illinois, reported sales of twenty of these appliances to a selected list of forty-three prospects in three weeks. The appliance was sold in the home, or as a result of a home solicitation following the mailings of the literature.

Following the same methods, a Mr. Pleasant, Michigan, dealer made twenty-five sales the first week of his personal sales efforts.

A Washington, Indiana, dealer sold fourteen in three weeks' work—his total sales for 1927 were only eight.

New Albany, Indiana, dealer reported sales of seventeen in three weeks. His prospect list was 100. Out of a list of ninety-three prospects a Newcastle, Indiana, dealer sold ten the first month.

But perhaps you question the need for sales promotion, preceding and coordinated with personal sales solicitations. Ask yourself this. Can your dealer's salesman tell his prospect the complete story of your product, interestingly and convincingly; will he tell it in easily digestible installments; can he tell it in logical sequence; can he give it the stamp of authority of the printed word; can he conduct himself in the telling it so that his prospect will forget that he is going to be asked for an order in the next breath? If you have dealers' salesmen who can do all these things efficiently, you apparently have no need for sales promotion.

The average salesman will not, and more usually cannot, present the story of your product so as to create a desire for it—he merely capitalizes on a desire that has been created preceding his contact.

In the course of an investigation some time ago, I did some checking on the sales presentation of specialty salesmen. Through prearrangement with the manufacturer of a gas-burning incinerator for homes, an inquiry, supposedly from me, was turned over to the best gas-appliance salesman in ten suburbs along Chicago's north shore.

Best Salesman's Presentation

This salesman called first at my home and, not finding me there, proved his persistence by coming to my office in Chicago. He is to be commended for not having waited until he could make connections with me at home. He greeted me with, "Well, I understand you want to buy a Blank Incinerator." I replied truthfully, "No, I do not want to buy one, not until I know something about it anyway." May I add parenthetically, nobody wants to buy anything—one wants to buy comfort, convenience, safety or profit possibilities.

The salesman resumed with, "But this incinerator is the best on the market, and you know we stand back of it, guaranteeing it absolutely." "That's all right," I replied, "but I want to know something about it first. Is there any odor from the burning garbage?" "No." "I should think it would consume a lot of gas, burning two or three times a day." "But you only light it two or three times each week—only when the incinerator is three-fourths filled," the salesman informed

me. I next asked, "But doesn't the wet garbage create an odor?" "No, it doesn't" said the salesman, and he explained why. Another dozen questions and answers, and I really knew something about the product. I was getting this information by prying it out of the salesman. He knew the answers, and told them on demand.

How many prospects are going to ask these questions, vital factors in building up a sale, when they are only casually interested to start with? Very few, you will agree.

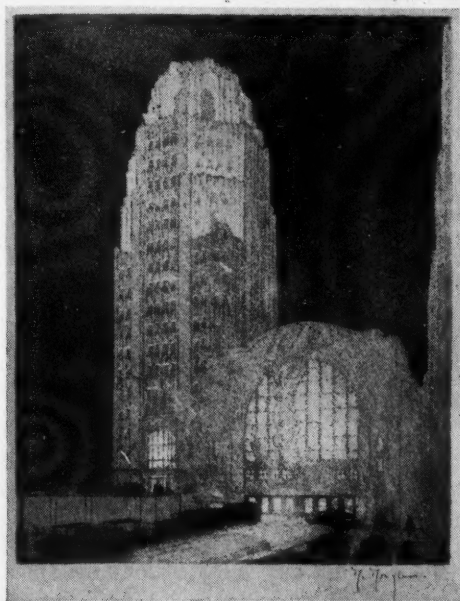
The responsibility of the sales promotion in the first instance was primarily to pave the way for salesmen, leaving all their time to answering questions and objections. In the second instance, the sales promotion forced the jobber's salesman to revive the product and put it on the active list in the line. In the case of the home appliance, the sales promotion did the pre-selling, but more important yet, forced the dealer to get behind the product aggressively. If the sales promotion did nothing more than provide this subtle sales control of the dealer's activities, it would be well worth its cost. Almost any manufacturer is willing to pay for personal sales solicitations at the price of thirty or forty cents' worth of literature.

Varied List of Products

The efficiency and profitableness of coordinated, planned sales promotion and personal selling are being proved on a number of products ranging in price from \$75 a unit to \$9,000. Among those with which I am familiar are a piece of apparatus being sold by jobber-dealer salesmen; a hot water heater for homes sold through plumbers and gas utility stores; radiator enclosures for homes sold by sheet metal dealers; oil burners through dealers and agents; a soft-drink dispenser sold by bottlers to their trade; gas-burning incinerators sold through utility stores, and automobile trucks handled by authorized dealers.

These instances suggest the scope and range of products and types of outlets through which such a plan may be worked.

There is much discussion about whether the literature is to help the salesman, or whether the salesman is to help make the literature make good. It seems to me that this is something like "which came first, the egg or the hen." The point is, we get results when we properly combine and coordinate printed and personal selling efforts. Certainly, the coordination of the two makes each more productive than either could be working alone.



A Donald Douglas Aquatint study of the New York Central Railroad Station, Buffalo, N. Y. — Alfred Fellheimer and Steward Wagner, New York, Architects — Walsh Construction Co., Syracuse, N. Y., General Contractor — Chippewa Plumbing Co., Buffalo, N. Y., Plumbing Contractor — William E. Shatruck, Buffalo, N. Y., Heating Contractor — Jenkins Valves were selected for the plumbing and heating of this station
Jenkins Bros. — New York — Boston — Philadelphia — Chicago — Jenkins Bros. Ltd. — Montreal — London. **Jenkins Valves**

**"maintenance expense
—reduced to a minimum"**

Harman Bleachery Company
BLEACHERS, DYERS AND FINISHERS
COLUMBIA STREET, LEBANON, OHIO
Philadelphia, Pa.
May 25, 1930.

Jenkins Brothers,
40 White Street,
New York, N. Y.

Gentlemen:

You may be interested to know
that the entire valve equipment
of our plant has been purchased from
your company.

Our principal reason for stating
this is that your valves are of such
superior design and construction
that they are of such long life and
minimum maintenance expense
are proportionately reduced.

Thanking you for your excellent
service and service, we are,
Yours very truly,
Wm. Harman
Wm. Harman Co.
Wm. T. D. Harman

**In practically every process
throughout a Bleachery,
valves perform a service of vital
consequence.**

A glance within this folder is
ample proof of the variety of
valve types required, and of the
diversity of the services which
they are called upon to perform.

In the Harman Bleachery, the
responsibility for uninterrupted
operation has been placed upon
Jenkins Valves of different types.

To make sure of the correct type
for each particular job the Har-
man Bleachery enlisted the co-
operation of Jenkins engineers.

**—engineering
advice and service"**

(Left) Jenkins Brothers have been sponsoring a particularly distinguished series of industrial paper advertisements where the testimonial is largely implied. (Right) This type of endorsement is still one of the most effective selling tools in the industrial field.

Will the Testimonial Rumpus Affect Industrial Advertising?

BY JAMES WHITE
Secretary, Jenkins Brothers, New York City

Some industrial sales managers have been expressing a fear that the rising tide of public disfavor toward testimonial advertising might harm the testimonial as an industrial selling tool. Here a leading industrial executive tells why he thinks this fear is groundless.

THE disrepute of the testimonial in consumer advertising has caused some industrial advertisers to question the wisdom of continuing this device in the industrial field. In several group meetings, industrial sales and advertising managers have discussed with me their fear that the testimonial liberties taken with cigarettes, furniture and beauty products could not help but make the engineering buyer have his honest doubt of the truth and integrity of another

engineer's endorsement of a machine or other industrial product.

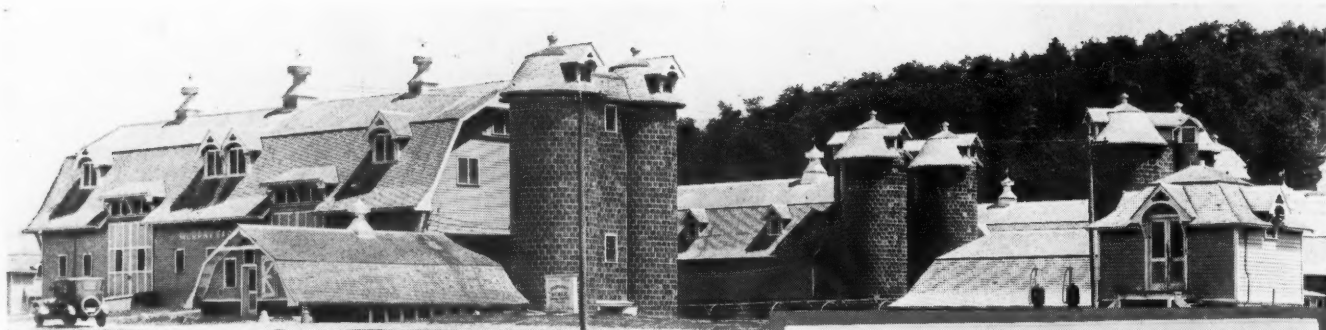
While this fear is a natural one under the circumstances it does not recognize the essential philosophy underlying the value and importance of the industrial advertising testimonial. Once this philosophy is understood the industrial advertiser should have no fear and hesitancy in using the honest testimonial as freely as he desires.

To understand why the industrial testimonial, if honestly used, can never

lose caste as the consumer testimonial is supposed to have it, it is necessary to know the essential differences between the two types. Most consumer testimonials are, or were, effective largely because of a vanity appeal. The fact that such-and-such a prominent society matron uses this-and-that product is supposed to influence an army of social climbers into wanting the same. The advertisers using this sort of testimonial have reasoned that the social climber, while miles away from the society matron, can satisfy her vanity and sense of superiority by sleeping in the same make of bed as the envied example.

The industrial testimonial is successful because of no such attack on human weakness. When an engineer from a prominent company says he uses and likes a certain machine, his endorsement carries weight with other engineers in similar positions. It carries weight because the endorsing engineer has a reputation in his field

(Continued on page 173)



DeLaval dealers' names, addresses and services are kept before dairymen's eyes through the calendar.

DeLaval Dealers Buy 1,000,000 Calendars Yearly

BY FRANKLIN S. CLARK

THE DeLaval Company has for many years been remarkably successful in getting dealers to supply users and prospective users of DeLaval separators and milkers with calendars of distinction. The dealer shares the cost. The secret of the DeLaval achievement has been in making its calendars so attractive and effective from an advertising standpoint that dealers have been glad to give real cooperation in distributing them. The DeLaval calendars have been illustrated by some of America's foremost artists, such as Norman Rockwell, Norman Price and Leslie Thresher. The practice has also been followed of printing the dealer's name and address on them, and a brief summary of his lines, as well as DeLaval's name. This is the touch putting the advertising punch into them from the dealer's standpoint. For when the farmer wants anything, if he has not already memorized this information, the calendar not only reminds him of this particular dealer but further provides him directions on how to get to him.

For representation such as this the dealer can well afford to pay something, and, indeed, if properly approached, he is glad to do so. Last year DeLaval sold its dealers approximately 1,000,000 calendars for distribution to its farmer customers. The dealers bought many of them on the appeal of sample copies accompanied by a brief letter. In other instances, they waited until the DeLaval sales-

The 1930 DeLaval calendar is now being bought by dealers. This is the most elaborate one used and indications are that distribution will exceed 1,000,000.

men approached them on the subject. The selling price did not pay for the entire cost of the calendars, but it helped sufficiently to defray it so that the advertising value derived from them was a pre-eminently sound investment.

The calendars are planned and made up more than a year in advance. They are sold and shipped to dealers up to within a few months of the end of the year previous to the one for which they are dated. Thus, the DeLaval calendar for 1930 was planned in 1928, and is now being distributed.

This calendar is the most elaborate DeLaval has ever sponsored. It consists of four sheets of cardboard of about the weight commonly used for government postcards, and it is folded and bound together. On what would correspond to the outside of its front



cover, if it were a book, is an illustrated New Year's greeting. All illustrations are in color. The "back cover" has on it a painting of the DeLaval factory.

Opening it, one finds reproduced on the inside of the front cover a painting by Norman Price portraying a golden-headed boy of about three years who is receiving with gusto his in-between-meals drink of milk from the hands of his attractive young mother.

The opposite page is laid out as a calendar for January and February. On either margin are brief illustrated educational messages concerning the merits of milk as a food, and others concerning dairying and the use of DeLaval milkers and separators.

For example, the subject of milk as a perfect food is dealt with in a

(Continued on page 172)

Ready . . .

Again the Buffalo Evening News announces the completion of its route lists of Grocers, Chain Grocers, Meat Markets, Drug Stores and Confectioners—but this time the book will contain lists for practically every city, town and village in the eight Western New York counties—the Buffalo Area. In addition, lists of wholesalers, jobbers, department stores with individual buyers, population of areas and type of areas has been included. Eighty-four pages, filled with the sort of information every manufacturer and sales manager should have.

Complete Route Lists of Buffalo and its Eight-County Trade Area

*Covering Independent Grocers, Chain Grocers, Meat Dealers,
Druggists and Confectioners*

These route books are available to all manufacturers and national advertisers upon request. Use them when you are planning to come into Western New York. Fix your quotas after you have studied the possibilities of the Buffalo market. Buffalo families spend \$107,835,000 annually for foodstuffs—surely a volume of interest to every manufacturer of food products. And the Buffalo Evening News is their accepted guide in their grocery purchases because it carries more food advertising than all other Buffalo newspapers, daily and Sunday, combined.

**You Can Reach 86% of the Buffalo Market
Through the Exclusive Use of the**

BUFFALO EVENING NEWS

EDWARD H. BUTLER, Editor and Publisher
KELLY-SMITH COMPANY

National Representatives

Graybar Bldg.
New York City

Post Bldg.
Chicago

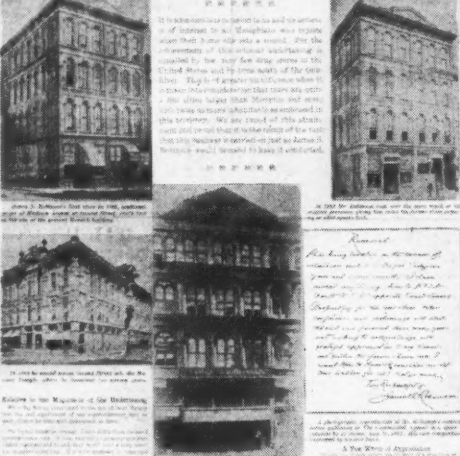
Atlantic Bldg. . Gen. Motors Bldg.
Philadelphia Detroit

Glenn Bldg.
Atlanta

Waterman Bldg.
Boston

**TRUSTED
TWO MILLION TIMES**

At 3:15 P.M. as the clock in the Columbian Tower was striking the hour yesterday, June 26, 1929 we finished dispensing our Two Millionth prescription



James S. Robinson
Master Apothecary
Not Connected With Any Other Business
Memphis, Tennessee

(Direct)

Sales Management Gallery

In Memphis, at least, there still seems to be an opportunity for the independently owned druggist to carry on.

An excellent advertisement, which appeared in trade papers, for promoting a new use for a product.

FRANKLY this wasn't meant for you at all but

**IT SAVED ONE BUILDER
A WHOLE WEEK
ON HIS CONTRACT**

At his wis' end, the contractor came to us. Could we help him?

We could and did!

The Humphrey Heater, with its intense heat and powerful fan, did the job ahead of the time scheduled, and earned the builder's everlasting thanks. He suggested that we tell you... so here it is.

Primarily designed as a unit heater for industrial plants, the Humphrey is exceptionally well adapted to building operations, where heat is required for quick drying and other purposes.

No steam pipes are needed. No boilers need to be fired. Smoke is eliminated and no ashes or coal have to be cutted around the premises.

Of special advantage is the ability to concentrate heat exactly on the spot where you want it. Individual rooms can be dried out without affecting the rest of the building.

Just another way that your Gas Company can be of service. Our Industrial Division is all glad to give you further details about the Humphrey Unit Heater. Get them today!

CONSOLIDATED GAS COMPANY
OF NEW YORK
A Irving Place NEW YORK CITY

(Direct)

There is at present a vogue for illustrating technical facts in a popular manner, with the result that most of the illustrations are far-fetched indeed. The Gulf advertisement, however, is apt and to the point.



**Strength to the one...
to the other speed**

Nature seldom gives the maximum of two great qualities to any animal, plant, mineral or any natural oil.

Most motor oils are made from crude oil that has a paraffin base or another crude oil with a naphthene base. Both these crude oils have qualities peculiar to themselves.

Service steps in.

The chemists of the Gulf Refining Co. chose the best paraffin and naphthene crude oils and after exhaustive research finally succeeded in performing a blend of the two. This two-type oil is Gulf Supreme Motor Oil—especially made for today's high compression, high-speed engines.

Try it in your car—

Fill your crankcase with this new oil. Notice the newheartening operation of your properly lubricated engine. Check for performance and economy against any motor oil you are using. Let your own motor convince you that you always should use Gulf Supreme Motor Oil from the dealer "at the sign of the seagull disc."

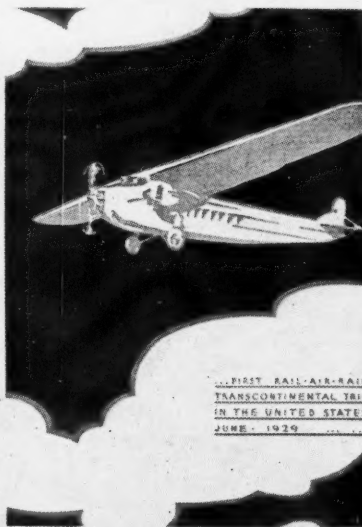
GULF SUPREME MOTOR OIL
Gulf Refining Company, Pittsburgh, Pa., U.S.A.

District Sales Offices
BOSTON NEW YORK PHILADELPHIA
ATLANTA NEW ORLEANS HOUSTON LOS ANGELES

(William B. Akin Company)

This advertisement was handed to us with the notation, "A swell way of saying the trains are always on time"—which is one way of putting it.

SOUVENIR TIME TABLE



FIRST RAIL-AIR-RAIL
TRANSCONTINENTAL TRIP
IN THE UNITED STATES
JUNE - 1929

UNIVERSAL AVIATION CORPORATION

Universal Air Express

(Chappelow Advertising Company, Inc.)

Cover design for the souvenir time table of the first rail-air-rail service in the United States.

Every midnight at 12:16

The Broadway meets The Broadway

(20 HOURS BETWEEN NEW YORK & CHICAGO)



Suddenly the confusion of a minute in their meeting! At the same hour (12:16 A. M. Daylight Saving Time) night after night—a few miles east of Pittsburgh—these great footpaths of the Pennsylvania Railroad pass on their swift 20-hour journey between Chicago and New York—New York and Chicago.

A LOW HUM out of the darkness! Two bright, approaching lights! Long rails leaping into existence, shimmering—lit by a double glare... The Broadway catbounced! The Broadway westbound!... Like two swift meteors—meeting, passing—for one brief moment juxtaposed—then quick vanishing to their opposite goals! Twin leaders of the largest fleet of trains in America...

The Broadway Limited is the busy man's train. Between New York and Chicago its schedule is unsurpassed... 28 hours!

Also its terminal facilities offer advantages...

For in New York you can catch The Broadway at the same hour—either at the Pennsylvania Station in the heart of mid-town New York or—by a special connection—from the Hudson Terminal. And the Hudson Terminal is only four minutes' walk from Wall Street!

Equally convenient, if you are arriving in New York! You can check your bags through to the Pennsylvania Station or—for a small charge—to your hotel, office, or home... So you disembark at Pennsylvania Station at 8:40 A. M. (Standard Time) or at Hudson Terminal two minutes later—ready

Immediately for the day's activities. In Chicago, The Broadway's terminal facilities offer equal advantages. Whether for arrival or departure—the Union Station is most convenient. New, magnificent, sturdy—it stands outside the confusion and congestion of "Loop" traffic. Yet the broad boulevards which radiate from it offer easiest access to business, hotels, the North and South Shores.

Like a private club...

The Broadway Limited is luxurious as it is swift! In the observation car—the club car—throughout the perfectly appointed train—are all the conveniences of a private club: valet, barber, shower, bath, ladies' maid, ladies' lounge, manicurist, unsolicited dining service.

PENNSYLVANIA RAILROAD

Carries more passengers, hauls more freight than any other railroad in America

(J. Walter Thompson Company, Inc.)

Believe it or not, here are illustrated garters for men.

TWO NEW RELEASES

OF ILLUSTRATED GARTERS




The Archer

The Dancer

Pierrette

Order by name on half dozen, assorted colors. In self-perforated at \$1.00

THE RUSSELL MANUFACTURING CO.

119 Broadway, New York

Representatives: Madison Avenue, Chicago, Philadelphia, Boston, San Francisco



(H. E. Lisan Advertising Agency)

June Newspaper Lineage in Sixty-three Cities

In the sixty-three cities listed below, fifty-one show gains in total volume of newspaper advertising during June, 1929, compared with June, 1928. The 203 papers here assembled carried 189,431,731 lines last month, 9,489,360 more than in June, 1928, an expansion of 5 per cent. Increases are shown by 141 of these papers, losses by sixty-two. The compilation is from figures obtained by this magazine and the statistical department of the New York Evening Post.

	1929	1928	Change
Akron	3,166,948	2,858,320	+ 308,628
Albany	2,743,217	2,362,397	+ 380,820
Atlanta	2,923,508	2,785,020	+ 138,488
Aurora (Ill.)	784,224	797,496	- 13,272
Baltimore	3,830,537	4,060,025	- 229,488
Birmingham	2,611,840	2,632,278	- 20,438
Boston	5,554,215	5,211,973	+ 342,242
Bridgeport	2,199,854	1,996,966	+ 202,888
Buffalo	3,495,108	3,404,212	+ 90,896
Cedar Rapids	883,638	746,418	+ 137,220
Camden	888,193	948,089	- 59,896
Chicago	7,368,801	7,178,076	+ 190,725
Cincinnati	3,521,927	3,420,300	+ 101,627
Cleveland	3,761,435	3,570,900	+ 190,535
Columbus	3,106,378	3,220,288	- 113,910
Dallas	3,156,626	2,898,721	+ 257,905
Dayton	2,824,612	2,622,116	+ 202,496
Denver	2,165,407	1,864,708	+ 300,699
Des Moines	1,658,304	1,477,963	+ 180,341
Detroit	5,579,084	4,900,518	+ 678,566
Fort Worth	1,897,700	1,886,850	+ 10,850
Gary	850,464	884,457	- 33,993
Grand Rapids	2,145,094	2,003,876	+ 141,218
Houston	3,146,668	3,299,968	- 153,300
Indianapolis	3,232,560	2,909,940	+ 322,620
Kansas City	3,434,284	3,187,301	+ 246,983
Long Beach	1,700,090	1,443,099	+ 256,991
Los Angeles	6,391,364	6,324,990	+ 66,374
Louisville	2,910,682	2,998,963	- 88,281
Memphis	1,217,671	1,136,520	+ 81,151
Milwaukee	3,069,857	2,913,978	+ 155,879
Minneapolis	2,961,258	2,912,747	+ 48,511
New Orleans	3,592,657	3,331,555	+ 261,102
New York	15,530,155	14,512,290	+ 1,017,865
Newark	1,805,218	1,786,218	+ 19,000
Oakland	2,518,236	2,427,502	+ 90,734
Omaha	1,961,032	1,643,226	+ 317,806
Peters'n (N.J.)	2,319,099	2,481,653	- 162,554
Peoria	2,488,375	2,202,168	+ 286,207
Philadelphia	6,812,285	6,708,236	+ 104,049
Portland (Me.)	1,582,240	1,549,541	+ 32,699
Portland (Ore.)	2,782,962	2,647,876	+ 135,086
Providence	2,825,037	2,682,107	+ 142,930
Reading	1,554,725	1,492,303	+ 62,422
Richmond	2,017,414	1,846,950	+ 170,464
Rochester	3,299,734	3,164,703	+ 135,031
St. Louis	4,177,160	3,739,600	+ 437,560
St. Paul	2,373,840	2,254,840	+ 119,000
Salt Lake City	2,335,396	1,936,634	+ 398,762
San Antonio	2,927,480	2,610,714	+ 316,766
San Francisco	4,375,462	3,958,388	+ 417,074
Scranton	1,893,234	2,151,821	- 258,587
Seattle	3,073,216	2,987,099	+ 86,117
Spokane	2,058,107	2,006,647	+ 51,460
Spr'g'ld, Mass.	1,663,942	1,498,476	+ 165,466
Tampa	1,197,672	1,272,488	- 74,816
Topeka	1,149,008	1,098,874	+ 50,134
Trenton	1,895,885	1,657,780	+ 238,105
Tulsa	2,002,828	1,742,902	+ 259,926
Washington	4,281,186	4,069,844	+ 211,342
Wilkes-Barre	2,653,000	2,712,472	- 59,472
Wilmington	856,504	820,549	+ 35,955
Worcester	1,781,307	1,714,926	+ 66,381

Total ... 189,431,731 179,942,371 +9,489,360
Note references under individual newspaper lineage.

	1929	1928	Change
*Beacon Journal	1,646,101	1,521,810	+ 124,291
Times Press	1,520,847	1,336,510	+ 184,337
Totals	3,166,948	2,858,320	+ 308,628

	1929	1928	Change
K'n'erb'ker Press	1,021,527	915,299	+ 106,228
News	795,131	755,565	+ 39,566
Times-Union**	926,559	691,533	+ 235,026
Totals	2,743,217	2,362,397	+ 380,820

**Now 7 days against 6 days in 1928.

	1929	1928	Change
Journal	1,335,012	1,213,156	+ 121,856
Constitution	972,244	938,896	+ 33,348

Georgian & Amer.	616,252	632,968	- 16,716
Totals	2,923,508	2,785,020	+ 138,488

	1929	1928	Change
Beacon-News	784,224	797,496	- 13,272

	1929	1928	Change
Sun	1,386,319	1,356,419	+ 29,900
*Eve. Sun	1,359,118	1,534,727	- 175,609
American	165,560	172,370	- 6,810
*News	598,666	658,162	- 59,496
*Post	320,874	338,347	- 17,473
Totals	3,830,537	4,060,025	- 229,488

	1929	1928	Change
Age-Herald	711,368	671,130	+ 40,238
News	1,464,008	1,437,478	+ 26,530
*Post	436,464	523,670	- 87,206
Totals	2,611,840	2,632,278	- 20,438

	1929	1928	Change
Herald-Trav.	1,495,525	1,306,563	+ 188,962
Globe	1,417,607	1,330,159	+ 87,448
Post	1,238,183	1,142,669	+ 95,514
Record (tab)	109,894	148,116	- 38,222
Am. Advertiser	603,695	604,214	- 519
Transcript	689,311	680,252	+ 9,059
Totals	5,554,215	5,211,973	+ 342,242

	1929	1928	Change
Telegram	765,002	694,918	+ 70,084
Post	737,891	696,353	+ 41,538
Sunday Post	148,514	112,054	+ 36,460
Times Star	451,286	409,214	+ 42,072
Sunday Herald	97,161	84,427	+ 12,734
Totals	2,199,854	1,996,966	+ 202,888

	1929	1928	Change
Courier-Expr.	990,185	872,112	+ 118,073
Times	1,068,724	1,154,365	- 85,641
*News	1,436,199	1,377,735	+ 58,464
Totals	3,495,108	3,404,212	+ 90,896

	1929	1928	Change
Eve. Gaz. & Rep.	742,518	637,613	+ 104,905
Sun. Gaz. & Rep.	141,120	108,805	+ 32,315
Totals	883,638	746,418	+ 137,220

	1929	1928	Change
*Courier-Post	888,193	948,089	- 59,896

	1929	1928	Change
*Daily News	1,714,164	1,738,779	- 24,615
Tribune	2,695,377	2,372,868	+ 322,509
Herald Exam.	1,063,936	935,352	+ 128,584
*Post	437,772	665,895	- 228,123
*American	1,159,458	1,200,495	- 41,037
*Journal	298,074	264,687	+ 33,387
Totals	7,368,801	7,178,076	+ 190,725

	1929	1928	Change
*Post	782,810	808,822	- 26,012
*Times-Star	1,243,368	1,225,070	+ 18,298
Enquirer	1,222,088	1,066,142	+ 155,946
Tribune	273,661	320,266	- 46,605
Totals	3,521,927	3,420,300	+ 101,627

	1929	1928	Change
Plain Dealer	1,533,492	1,364,925	+ 168,567
News-Leader	877,268	908,175	- 30,907
*Press	1,350,675	1,297,800	+ 52,875
Totals	3,761,435	3,570,900	+ 190,535

	1929	1928	Change
Dispatch	1,646,146	1,665,811	- 19,665
Journal	541,343	577,575	- 36,232
*Citizen	918,889	976,902	- 58,013
Totals	3,106,378	3,220,288	- 113,910

	1929	1928	Change
News	1,072,368	949,613	+ 122,755
Journal	414,948	364,812	+ 50,136
Times Herald	1,311,037	1,169,732	+ 141,305
Dispatch	358,273	414,564	- 56,291
Totals	3,156,626	2,898,721	+ 257,905

	1929	1928	Change
News	1,353,212	1,303,554	+ 49,658
*Herald	823,452	817,460	+ 5,992
Journal	647,948	501,102	+ 146,846
Totals	2,824,612	2,622,116	+ 202,496

	1929	1928	Change
News	744,912	641,119	+ 103,793
Post	1,420,495	1,223,589	+ 196,906
Totals	2,165,407	1,864,708	+ 300,699

	1929	1928	Change
Register	807,760	682,337	+ 125,423
*Tribune	850,544	795,626	+ 54,918
Totals	1,658,304	1,477,963	+ 180,341

	1929	1928	Change
News	2,724,022	2,468,466	+ 255,556
Times	1,236,382	1,195,796	+ 40,586
Free Press	1,346,688	1,236,256	+ 110,432
*Det. Daily (t)	\$271,992	+ 271,992
Totals	5,579,084	4,900,518	+ 678,566

† First issue Monday, June 3.

	1929	1928	Change
Star-Telegram	974,358	939,302	+ 35,056
*Record-Telegram	461,580	462,644	- 1,064
*Press	461,762	484,904	- 23,142
Totals	1,897,700	1,886,850	+ 10,850

	1929	1928	Change
Gary Post-Trib.	850,464	884,457	- 33,993

	1929	1928	Change
Press	1,290,520	1,268,988	+ 21,532
Herald	854,574	734,888	+ 119,686
Totals	2,145,094	2,003,876	+ 141,218

	1929	1928	Change
Chronicle	1,358,910	1,330,504	+ 28,406
Post-Dispatch	1,167,460	1,259,160	- 91,700
*Press	620,298	710,304	- 90,006
Totals	3,146,668	3,299,968	- 153,300

	1929	1928	Change
*News	1,520,367	1,431,816	+ 88,551
Star	1,136,886	931,926	+ 204,960
*Times	575,307	546,198	+ 29,109
Totals	3,232,560	2,909,940	+ 322,620

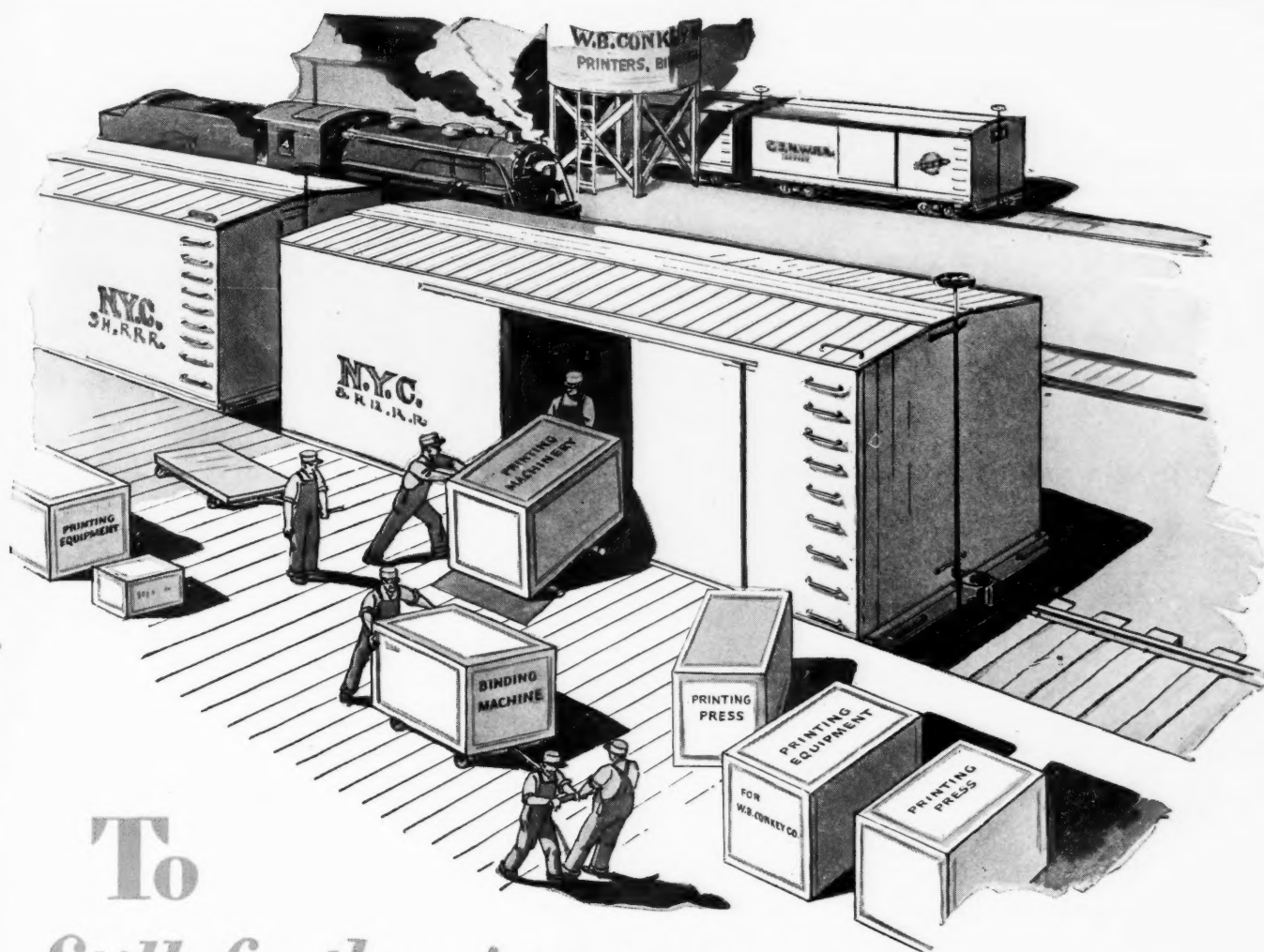
	1929	1928	Change
K. C. Jour.-Post	704,319	758,470	- 54,151
Star (E. & S.)	1,751,584	1,529,015	+ 222,569
Star (Morning)	978,381	899,815	+ 78,566
Totals	3,434,284	3,187,301	+ 246,983

	1929	1928	Change
Press Telegram	1,059,030	980,693	+ 78,337
Sun	641,060	462,406	+ 178,654
Totals	1,700,090	1,443,099	+ 256,991

	1929	1928	Change
Times	1,906,884	1,898,568	+ 8,316
Examiner	1,763,902	1,612,632	+ 151,270
*Express	756,392	825,076	- 68,684
*Herald	1,284,304	1,342,754	- 58,450
*Record	357,546	366,576	- 9,030
*News (tab.)	322,336	279,384	+ 42,952
Totals	6,391,364	6,324,990	+ 66,374

	1929	1928	Change
Courier-Journal	1,231,262	1,182,779	+ 48,483
Herald-Post	721,029	747,800	- 26,771
*Times	968,391	1,068,384	- 99,993
Totals	2,910,682	2,998,963	- 88,281

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MEMPHIS			



To Still further improve the "Good Conkey Service"

The great Conkey plant is keeping step with industry's ever-increasing demand for Conkey high standards of service!

Carload after carload of new printing-plant equipment is rolling into the Conkey yards. Batteries of new machines are springing up throughout the plant. Everywhere there is an increased hum of energy as daily capacities are stepped up.

Conkey ability is becoming more and more comprehensive in its

scope. To the catalog-buyer it offers an unparalleled opportunity to secure a rapid and thorough book-manufacturing service. Our facilities are unexcelled—our products serve the buyers of the world!

Request a Conkey interview, relative to the production of *your* next catalog. It will reveal many facts to convince you that here is the place for the speediest and most economical delivery of your literature!



W.B. CONKEY CO.

Printers, Binders and Book Manufacturers

HAMMOND INDIANA

BRANCH OFFICES IN CHICAGO & NEW YORK

Rosenwald Predicts \$450,000,000 for Sears, Roebuck; 53 New Stores

In a nation-wide expansion program which is expected to bring its total annual business to \$450,000,000 this year, Sears, Roebuck & Company, Inc., the largest retail distributor in the United States, plans to add twenty-three to twenty-five large wholesale and retail department stores in cities of 75,000 and more, and approximately thirty stores of the smaller chain outlet type, by January 1, Lessing J. Rosenwald, vice-president of the company, told SALES MANAGEMENT this week. That figure would represent an increase of about 25 per cent over the 1928 total of \$328,000,000.

Mr. Rosenwald stressed the importance of the recently announced plan of Sears, Roebuck to pay freight, as well as postage, on all orders received by the mail-order divisions of the company. Early this year the company announced that in the future it would pay postage on all mail-order transactions. That policy, to a great extent, together with the general prosperity of the country, business of new retail stores and increased business on the older stores, is credited with an increase of almost 32 per cent in sales for the first six months of 1929 as compared with the same period last year. Total sales to June 30 this year amounted to \$192,728,711.

To reach a total of \$450,000,000 for the year, sales in the second half will

have to exceed those of the first half by approximately \$64,542,600. According to Mr. Rosenwald, however, the company usually does more business during the last quarter than during any other period of the year. In addition, it is expected that many of the new stores will be in operation in time to participate in the last quarter business. Sales by months are showing rising percentages of increases over last year and indications are that the anticipated figure of \$450,000,000 is a conservative estimate.

Sears, Roebuck sales, following the introduction of the policy of paying postage, showed an increase of more than 40 per cent over the same periods of last year. There has not yet been sufficient time to note the effect of the new policy of paying freight in the sales totals, Mr. Rosenwald added.

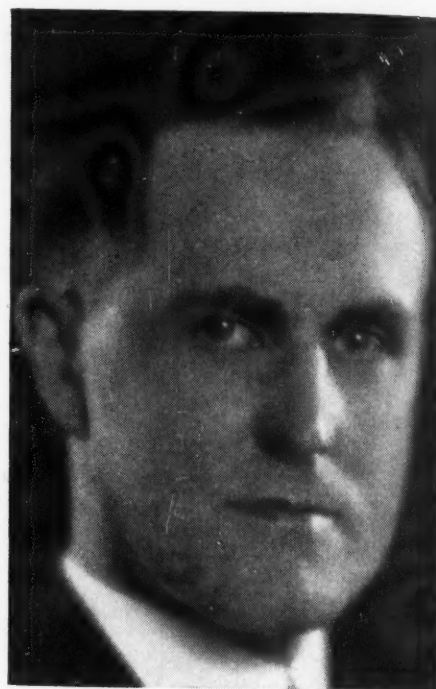
He also stated that the rapidity with which the building programs of the new stores are carried out will also be a factor in the amount of business which the company will do this year. The company looks to more frequent turnover, due to increased sales, to offset the added expenses of the postage and freight policies.

The expansion program is being financed out of earnings and its objectives, in addition to that of increasing the volume of the company's business, include the realization of a policy for the diversification of business and for greater stabilization through increases in the number of customers in urban centers.

So wide is the scope of the company's activities that sectional depressions in buying power do not seriously affect the total sales volume. Further expansion will make it even more independent in this respect.

United Aircraft Acquires Sikorsky in Merger

The United Aircraft and Transport Corporation has acquired the Sikorsky Aviation Corporation through a merger which took place this week. It is estimated that about \$8,000,000 was involved in the deal. The announcement of the merger was made jointly by F. B. Rentschler, president of the United, and Arnold C. Dickinson, president of Sikorsky company. Both said there will be no change in personnel in Sikorsky. Igor Sikorsky, chief designer of the company, will continue in that capacity.



W. G. Fuller

Addressograph Forms New Customer Unit; Promotes Executives

The Addressograph Company of Chicago has established a division of customer sales and service, which is in charge of W. G. Fuller as manager. Mr. Fuller was formerly assistant general sales manager.

In addition to the major function of increasing the profit-making uses of present addressographs, the new customer sales and service division has charge of all domestic supply sales and relations with customers pertaining to the sale of supplies and service. It will concern itself with the improvement of customer service from the factory and from the agencies—the improvement of products—the promotion of additional supply items and supply sales. It will be responsible for service and supply sales quality and for the general supervision of customer service to branches and agencies. J. B. Ward, Cincinnati sales agent, succeeds Mr. Fuller as assistant general sales manager.

Both men have been with the company, in sales capacities, respectively for sixteen and seventeen years.

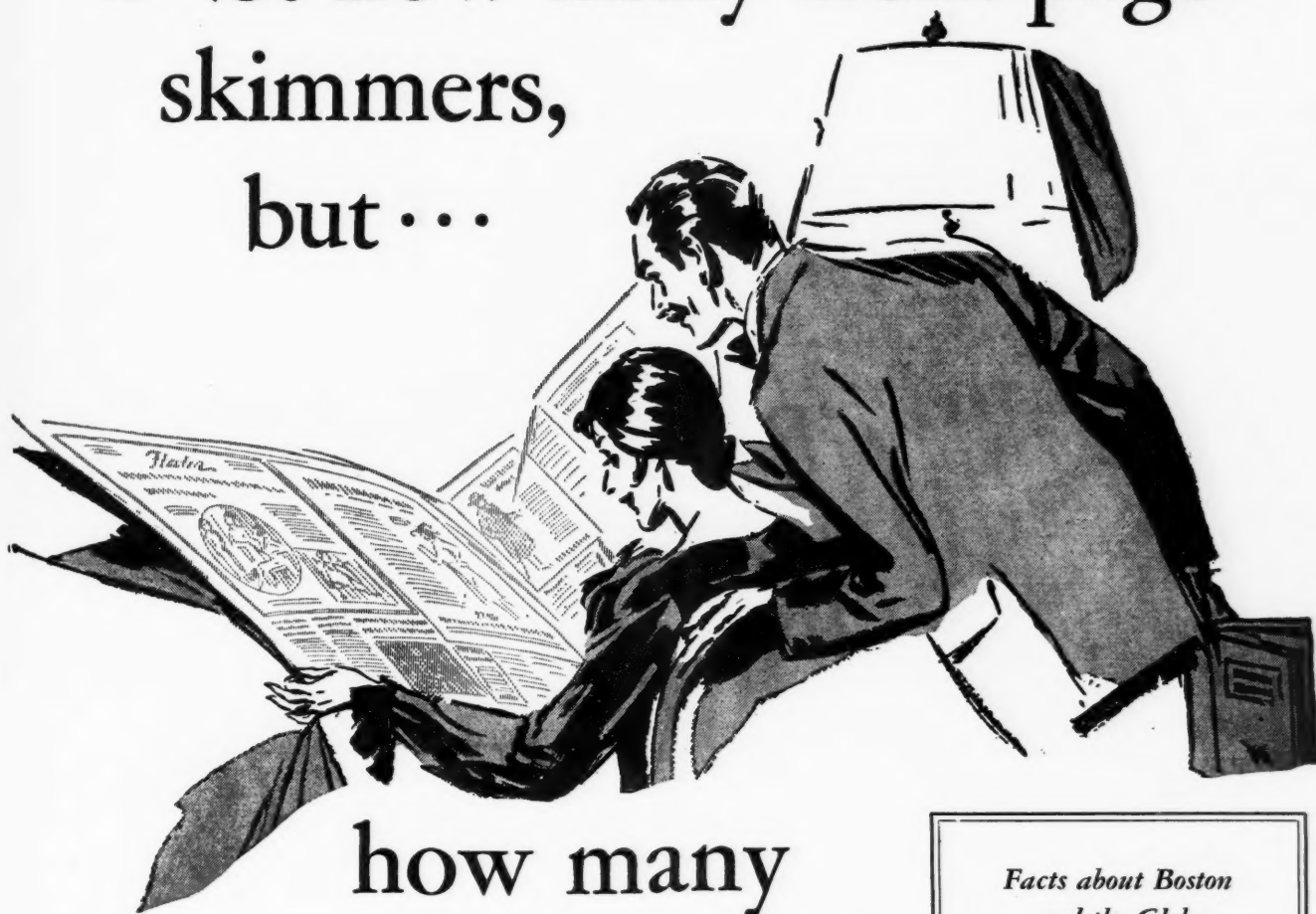
Freshman to Change Name

Stockholders of the Charles Freshman Company, Inc., will be called on shortly to approve the plan to change the name of the company to the Earl Radio Corporation, in order to identify the company with the production of the new C. A. Earl radio. C. A. Earl is president.

Ward Volume Seen at \$300,000,000

Montgomery Ward & Company sales for 1928 were \$214,350,446. This company is also in the midst of an expansion program which is expected to bring its total sales for 1929 to approximately \$300,000,000. Montgomery Ward & Company, it is expected, will exceed Sears, Roebuck & Company in the number of small retail outlets each will maintain. Sears, Roebuck, however, will have more of the larger, or Class A, units. Sears, Roebuck instituted the policy of paying postage on mail-order business early this year and was followed by Montgomery Ward, which in turn instituted the policy of paying freight. The latter policy has just been adopted by Sears, Roebuck.

Not how many front-page skimmers, but...



how many cover-to-cover readers?

CASUAL reading of newspapers—"rapid-transit" reading—sells very little merchandise. Headline-skimmers are not, in general, the best sales prospects—unless for baseball tickets or race track patronage.

How can you find out whether a newspaper gets the serious, cover-to-cover consideration that means business?

Circulation figures are helpful but not conclusive.

Special editorial features may or may not mean much.

Even a publisher's reasoned-out claims sometimes take more for granted than an advertiser wants to!

But there are two factors—in Boston, at least—which definitely prove things from the *outside, impartial viewpoint*.

First—The Boston department stores, after many years' experience, are using 38% more space in the Globe, for the week as a whole, than

in any other paper. These stores *must* reach people who buy from newspaper advertising, and they have found the Globe's great home audience most responsive.

Second—Of the three Boston newspapers carrying the bulk of the advertising, the Globe alone holds its audience practically intact *seven days a week*. The other two papers lose 65% and 35% of their week-day readers on Sunday. A Sunday paper has to be a home paper. The Globe is a home paper—seven days a week!

* * *

The Boston home market is a rich one. You can best influence the best part of it through this recognized home newspaper.

All the facts are contained in our booklet, "Reaching Buying Power in the Boston Market." Mail the coupon for a free copy.

The Boston Globe

Facts about Boston and the Globe

Boston's shopping area ranks *fourth* in population, *third* in per capita income tax returns, of the major American markets. Average family wealth is \$9000. Savings deposits average \$2000 per family.

Within 12 miles of Boston's City Hall is the territory called Metropolitan Boston, defined by the A. B. C. as the "City" district. It is composed of Corporate Boston and 39 bordering and near-by suburbs. Here in Metropolitan Boston the Globe is definitely the *home* newspaper, for it is the only Boston newspaper which holds all of its readers in this rich district *seven days a week*.

THE BOSTON GLOBE,
P. O. Box 189, Boston, Mass.

Please send me free copy of your booklet, "Reaching Buying Power in the Boston Market."

Name.....

Street.....

City..... State.....

Austin to Tackle American Market with Less-Than-\$500 Car

The Austin Motor Company of London, manufacturers of a "baby" car weighing only 950 pounds and to retail for less than \$500, are making plans for the invasion of the United States market with the establishment of a factory at Butler, Pennsylvania, just purchased from the Standard Steel Company, Sir Herbert Austin, chairman, announced this week.

Financing of the American company will be in the hands of Bulkley, Valance & Company of New York.

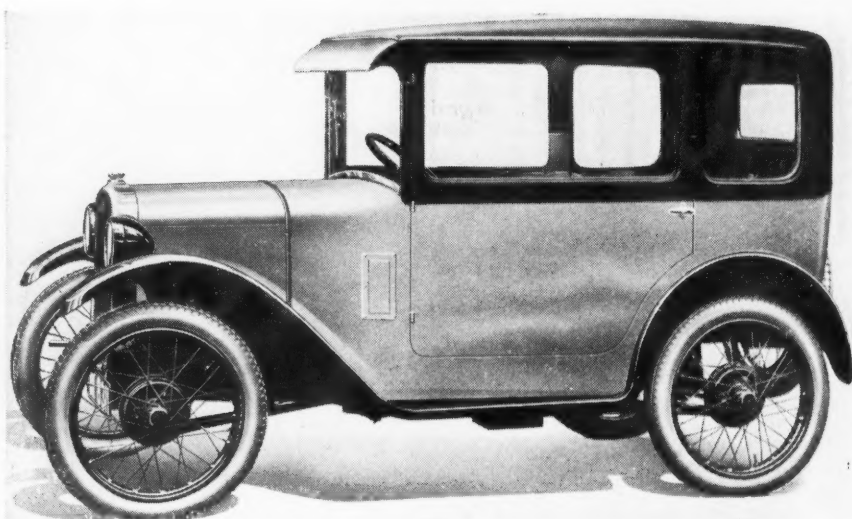
"A careful survey of the American market," Sir Herbert explained, "has convinced me that the Austin seven will prove a revelation in the United States, where it will meet the largest and most discriminating motoring public in the world. The performance of this car includes, in four years, 350 first places and 146 gold medals for all sorts of contests in Great Britain, France, Germany, Italy, Switzerland, Spain and other countries. The car holds practically all records for the 750 cubic centimeter class, and has to its credit an hour's record of 88.66 miles. It has also a record of 56.4 miles on a gallon of fuel. The car which will be manufactured in America will be the same as the British model except for the steering gear and other minor changes to conform to American practice."

The position of the Austin Company in the British Isles corresponds to a large extent to that of Ford here. The Austin car is used extensively throughout the British Isles. A few years ago the company attempted to introduce it in Canada, but the attempt was not altogether successful. Canadians were found to prefer the larger American cars.

The first "baby" Austin car was designed and produced by Sir Herbert in 1910. It was a small car on big car lines and had a single-cylinder engine. It did not sell—largely because motoring in the British Isles at that time was a sport, and an uncertain and costly one.

Twelve years later, in 1922, Sir Herbert tackled the British market with the "baby" car again. It was a much different car from the 1910 model, up-to-date in appearance and mechanism. It met a more receptive audience.

The public and the press, however, were still quite skeptical. To over-



The Austin Seven, now popular throughout the British Isles and Western Europe, which will soon be introduced in the United States.

come criticism that the car "cannot last" and that it "will shake itself to pieces," Sir Herbert Austin put it through its paces before the public on every possible occasion, and backed it up with advertising. In the twelve months following the introduction the car was entered in sixty-one national and international events—on race tracks, in hill climbs and other strenuous forms of competition—winning first place in nearly all of them. The results were featured in poster and periodical advertising, direct mail and personal sales appeals.

Gradually distributors took up the proposition. Factory facilities were taxed to meet the demand—until today more than 600 cars are being turned out weekly, record production for a British or Continental car. The factories are also producing a car in Germany, where it is known as the Dixi, and in France, as the Rosengart.

The Austin seven is substantially an outgrowth of a motorcycle side car. It is quite as speedy as a motorcycle (the conservative maximum being about forty-five miles an hour). It provides adequate room and comfort for two adults and two children, and will go forty-five miles on one gallon of petrol.

Whether or not Sir Herbert can "crash" the American market will depend very largely on his ability to overcome the prejudice on this side of the Atlantic toward small automobiles

—a prejudice which brought about the failure of the Metz and the Star and other ambitious small car marketing organizations, which forced Henry Ford to abandon his time-honored and formerly popular model T in favor of the larger, more powerful and easier riding model A, and which encouraged Chevrolet this year to abandon their successful four-cylinder car in favor of the present six.

National Bureau Issues Radio Copy Standards

Standard descriptions to be used in the advertising of radio sets, recently agreed upon by the trade and adopted by national advertisers, have been published by the National Better Business Bureau as follows: "battery-operated set"; "socket-powered set"; "electric set"; "A. C. tube electric set," and "D. C. tube electric set."

With the advent of the A. C. set, the bureau pointed out, some advertisers misrepresented earlier models in order to compete with it. The bureau also found that others were confusing the public by using descriptions which did not differentiate the various types of sets they were selling.

Emphasis on the bureau's work in the radio field in the past year has been placed largely on loud speaker advertising, descriptive terms applied to various types of radio receivers, exaggerated copy and bait advertising.

Gossip

F. P. NELSON, formerly with the Chicago *Tribune*, more recently with the Chicago *Journal*, is now with the Nashville *Banner* as assistant business manager. . . .

CHALMERS LOWELL PANCOAST, national advertising manager of the New York *Times*, has announced that he will again become a candidate for the presidency of the Circus Fans Association, of which he has long been an ardent member. Mr. Pancoast is also active in the Baldheaded Men's Club. . . . CARROLL J. SWAN,

publishers' advertising representative, Boston, extended an invitation by airplane this week to the governors of the New England states to accompany the Twenty-sixth Division pilgrimage to France this fall, to dedicate a chapel at Belleau, a memorial to New England's war dead. . . .

PRESCOTT K. WADSWORTH has become director of research, and PAUL F. JACKSON an account executive, with William Green, a Corporation, New York. Mr. Wadsworth has been manager of the plan and research department of Charles W. Hoyt Company; Mr. Jackson, New York manager of Corday & Gross. . . . JOHN L. ROGERS

has returned to Charles C. Green Advertising Agency, Inc., New York, as an account executive. Since he left the company five years ago he has been with Ferry-Hanley Advertising Company and Robinson, Lightfoot & Company. . . . T. L. LENEHAN, formerly advertising director of various Hearst properties, is now manager of sales promotion and research for the Chicago Elevated Advertising Company. . . .

F. H. CARPENTER, at one time with the advertising department of the Chicago *Tribune*, has joined Small, Spencer & Levings, publishers' representatives there. . . .

H. W. CASLER, who has been supervisor of publicity of the New York Telephone Company, has been promoted to general information manager. . . .

ALBERT WOODLEY, erstwhile general manager of the New York office of the Caples Company, advertising agency, is now a vice-president. . . .

CLARK N. BOOTHBY, recently with the Chicago office of the *American Weekly*, has become manager of the Detroit office of the Meyercord Company. . . .

STANLEY T. SCOFIELD, for the past six years advertising manager of Fairbanks, Morse & Company, Chicago, has been appointed director of market development for the Penton Publishing Company, Cleveland. . . .

JOSEPH D. PROBST has been appointed manager of production for the Edward H. Weiss Company, Chicago agency. Recently he has been with the McJunkin Advertising Company, there. . . .

THOMAS J. SCHECHE, formerly sales manager in the Chicago territory for the Chatham Manufacturing Company, Winston-Salem, North Carolina, has been appointed general sales manager with headquarters at New York. J. D. CLARK succeeds him at Chicago. . . .

GILBERT PILCHER has joined the Botsford-Constantine Company, Pacific Coast agency, as manager of production. He has been functioning in a similar capacity with Henri, Hurst & McDonald, Chicago. . . . ROBERT WERK, sales manager, the Davis Bulletin Company, Buffalo, has rejoined Ervin Service there.



TREES as TELLTALES

TREES encountering the greater hazards of the elements send their roots the deeper into earth.

The volume of production and the many and diversified contacts of concerns grown large through years of satisfactory service, develop a balanced organization, every department well manned and expertly supervised. Such, in brief, is the story of Sterling.

STERLING ART SERVICE — Designing, Layouts, Photo-retouching, Working Drawings. "STERLING RESULTS" — a monthly publication devoted to the problems of pictorial reproduction — Copies upon request.

STERLING ENGRAVING COMPANY, NEW YORK CITY

Branch Executive Offices — Graybar Building, LEXington 0792

. . . TWIN PRODUCTION PLANTS — DAY and NIGHT SERVICE . . .

475 TENTH AVENUE at 36th St., MEDallion 1900 — 200 WILLIAM STREET, BEEkman 2900

Tariff Will Be Berlin Topic; Mooney, Schacht, Riddell Scheduled

Although not officially on the program, the proposed tariff revision by the United States is expected to be discussed at the annual meeting of the International Advertising Association in Berlin, August 12-15.

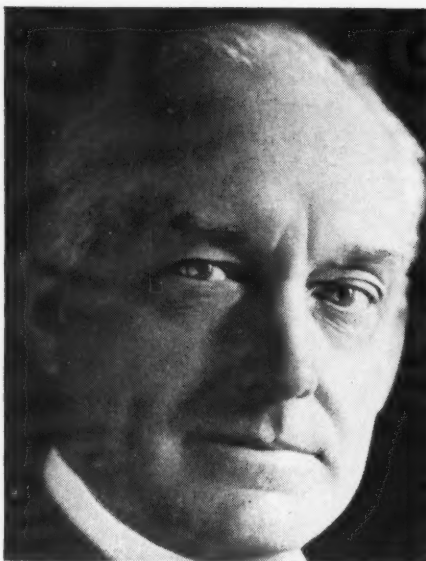
American speakers who will touch upon tariff problems and their relation to international trade and advertising, says a cablegram received at New York this week from Earle Pearson, general manager of the I. A. A., are H. V. Kaltenborn, associate editor of the *Brooklyn Daily Eagle*, talking on America's influence and investments abroad; J. D. Mooney, of the General Motors Export Corporation, on the "Trend of Economics in International Distribution," and John Benson, president of the American Association of Advertising Agencies. Mr. Pearson is now in Berlin with Gilbert T. Hodges of the *New York Sun*, chairman of the program committee, making final arrangements.

One of the speakers representing Germany on the program will be Dr. Hjalmar Schacht, noted economist and president of the German Reichsbank, who participated in negotiations which led to the Young Plan, establishing the International Bank.

The convention will open Sunday, August 11, when the delegates will be guests of the German section of the Continental Advertising Association at welcome ceremonies in Radio Hall. Dr. Hans Luther, former chancellor of Germany, will preside, and there will be addresses of welcome by Dr. Luther, Mayor Boess of Berlin, Dr. Schacht and Max Riesebradt, vice-president of the Continental Advertising Association. Responses will be made by C. C. Younggreen, president of the I. A. A.; Lord Riddell, proprietor of *News of the World*, representing the British advertising men; Charles Maillard, representing France, and H. H. Charles of New York, representing the United States.

August 11 is the tenth anniversary of the signing of the German Constitution. The government has invited all the delegates to attend a special meeting honoring the event, at which President Hindenburg and other high officials will be speakers.

Another feature will be "International Night," August 11. Speakers will include Ambassador Joseph Schurman of the United States; the Earl of Birkenhead of England; Gaston Gerard, French deputy; Dr. Severing, Minis-



Lord Riddell

President, British Advertising Association

ter of the Interior, Berlin; and Walter A. Strong, of the *Chicago Daily News*, chairman of the association's board of governors.

Among Americans who will speak at the convention are Philip L. Thomson, Western Electric Company; Edward A. Filene, William Filene's Sons Company, Boston; Lester L. Gardner, Aeronautical Industries, Inc.; Louis Wiley, *New York Times*; Francis H. Sisson, Guaranty Trust Company, New York; Bennett Chapple, American Rolling Mills Company; Bernard L. Lichtenberg, Alexander Hamilton Institute; Stewart L. Mims, J. Walter Thompson Company, New York; Grosvenor M. Jones, chief of the finance division, Bureau of Commerce; William Donahue, *Chicago Tribune*; George Auer, *New York Herald Tribune*, and Mrs. Christine Frederick, the Applecroft Experiment Station, Greenlawn, Long Island.

Others on the final program, according to the cable, will include: Dr. Kraemer, managing director of the Association of German Industries; Hans Domizlaff, advertising manager of Rindhume Cigarette Company, Hamburg; Franz Mendelsohn, president of the Berlin Chamber of Commerce; Sir William Crawford, of W. S. Crawford, Ltd., advertising agents of Great Britain; Professor Wilhelm Ostwald, of the University of Leipzig and winner of the Nobel Peace Prize; Marcel Knecht, of *Le Matin*, Paris;

Professor Douifet, director of the School for Journalists of the University of Berlin; William Harrison, chairman of the United Newspapers, Ltd.; C. Harold Vernon, London; H. G. Hart, managing director of Lever Brothers, Ltd., of England; Dr. Hugo Eckener, commander of the *Graf Zeppelin*; Sir Ernest Benn, chairman of Benn Brothers, Ltd.; Charles Peignot, president of the Union des Maitres Artisans; M. Nicolas, president of Nicolas Stores, Paris; S. Renzetti, president of the Chamber of Commerce of Italy, and H. Kuffenberg, president of the Kuffenberg Champagne Company, Mainz; Professor Frenzel, editor of the *Magazine of Graphic Arts*, and Alexander Ewing, managing director, *Glasgow Herald* group.

San Antonio Drug Plans New Aids for Retailers

At a meeting of 400 independent retail druggists, held in San Antonio this week under the auspices of the San Antonio Drug Company, a plan for manufacturer, distributor and retailer cooperation, developed by William Ochse, president of the San Antonio Company, was formally launched.

The plan provides a number of methods for closer cooperation with the retailer—offering, among other things, newspaper publicity, display material for windows and stores, special trade-attracting material in the form of prizes and sale merchandise, and the assistance of merchandising counselors in the retailer's store. Provision is also made for window display and fountain service by experts and for advice on financial matters.

"An intensive study will be made of dealers' overstocks, slow stocks and dead stocks," Mr. Ochse explained to SALES MANAGEMENT. "It will also cover better store arrangement."

The plan also provides methods for coordinating the activities of retail druggists into groups for more intensive selling activities in cooperation with national manufacturers.

Launches Farm Magazine

The first issue of the *National 4-H Club Magazine*, the only magazine published for farm boys and girls, has just made its appearance in Kansas City.

R. V. Boyer is president of the 4-H Publishing Company and A. L. Finestone, advertising director.

Account Changes

ALUMINUM COMPANY OF AMERICA, Pittsburgh, to Gardner Advertising Company, New York City. Effective January 1.

STEWART-WARNER SPEEDOMETER CORPORATION, Chicago, automobile accessories and radio apparatus, to Charles H. Touzalin Advertising Agency, there. Newspapers, magazines, business publications and direct mail.

KRAFT-PHENIX CHEESE COMPANY, Chicago, cheese products and Wright's mayonnaise, to J. Walter Thompson Company, Inc., New York City. Newspapers, magazines, outdoor and radio.

EVANSVILLE TOOL COMPANY, Evansville, Indiana, to Chambers Agency, Inc., Detroit. Trade papers and direct mail.

COOPER UNDERWEAR COMPANY, Kenosha, Wisconsin, men's underwear, hosiery and pajamas, to Erwin, Wasey & Company, Chicago.

SCIENTIFIC COSMETIC LABORATORIES, Chicago, Eggoyl, a hair treatment, to the Van Allen Company, there.

WAGEMAKER COMPANY, Grand Rapids, office furniture, to Paschall, Harris & Paschall, Inc., Chicago. Magazines.

TEXAS CREOSOTING COMPANY, Beaumont, Texas, Black Beauty poles and other creosoted products, to the Fitzgerald Advertising Agency, Inc., New Orleans.

THEODORE AUDEL & COMPANY, New York City, educational book publishers, to the Charles C. Green Advertising Agency, Inc., there. General and farm magazines and newspapers.

FLORIDA EAST COAST RAILWAY, St. Augustine, railroads and hotels, to Kerr-McCarthy Advertising Service, Inc., New York City. Newspapers and magazines.

MARKHAM HOTEL, Gulfport, Mississippi, to the Fitzgerald Advertising Agency, New Orleans. Newspapers and direct mail.

NORTHERN MANUFACTURING COMPANY, Newark, New Jersey, Marathon radio tubes, to Benton & Bowles, New York City.

STEELCOTE MANUFACTURING COMPANY, St. Louis, Steelcote rubber auto enamel, to Rudolph Mosse, Inc., New York City. (All advertising outside of the United States.)

JENTER EXHIBITS, INC., creators of advertising display material, to Frank Presbrey Company, New York City. Direct mail and trade magazines.

HILL MANUFACTURING COMPANY, Chicago, refrigerating machinery and consulting engineers, to Stanley Pflaum Associates, there. Direct mail and ice cream and dairy product trade papers.

New England's Second Largest Market

In the first six months
of 1929

The Providence Journal-Bulletin

printed

13,063,171

lines of paid advertising

This is a gain of 862,246 lines or 7.06 per cent over the corresponding period of 1928, the best previous record.

Year after year these newspapers have made a steady gain in advertising patronage—because they produce results.

The reader confidence and circulation dominance of these publications make them valuable mediums for advertisers.

Circulation 123,396 NET PAID

Providence Journal Company
Providence, R. I.

Representatives

CHAS. H. EDDY COMPANY R. J. BIDWELL COMPANY
Boston New York Chicago Los Angeles San Francisco Seattle

Sales Management Weekly Index to Motor Activity

(Average of years 1924-28, inclusive, equals 100)

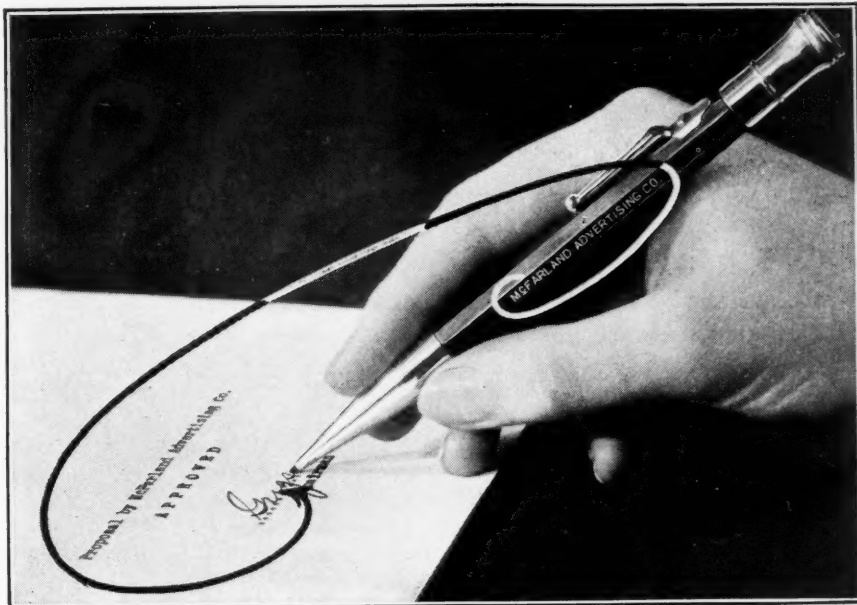
Year 1929	Year 1928
Jan. 5 103	Jan. 7 100
Jan. 12 ... 138	Jan. 14 ... 120
Jan. 19 ... 142	Jan. 21 ... 126
Jan. 26 ... 144	Jan. 28 ... 132
Feb. 2 147	Feb. 4 132
Feb. 9 149	Feb. 11 ... 137
Feb. 16 ... 147	Feb. 18 ... 139
Feb. 23 ... 150	Feb. 25 ... 135
Mar. 2 150	Mar. 3 132
Mar. 9 147	Mar. 10 ... 133
Mar. 16 ... 149	Mar. 17 ... 134
Mar. 23 ... 153	Mar. 24 ... 131
Mar. 30 ... 153	Mar. 31 ... 132
Apr. 6 148	Apr. 7 128
Apr. 13 ... 157	Apr. 14 ... 126
Apr. 20 ... 156	Apr. 21 ... 128
Apr. 27 ... 155	Apr. 28 ... 126
May 4 156	May 5 126
May 11 ... 150	May 12 ... 126
May 18 ... 149	May 19 ... 126
May 25 ... 146	May 26 ... 125
Jne. 1 144	Jne. 2 126
Jne. 8 140	Jne. 9 127
Jne. 15 ... 142	Jne. 16 ... 125
Jne. 22 ... 141	Jne. 23 ... 122
Jly. 6 140	Jly. 7 120
Jly. 13 ... 142	Jly. 14 ... 128
Jly. 20 ... 138	Jly. 21 ... 130

The exact sources of data on which the SALES MANAGEMENT Weekly Index of Motor Activity are based cannot be completely explained or disclosed for the reason that much of the information used is obtained in confidence. The computation itself is entrusted to one of the leading economists and statisticians of the automotive industry.

The principal factor involved is that of factory consumption, the data being used along this line involving approximately 25 per cent of the total production of the motor car industry. Inasmuch as production of automobiles is adjusted to retail sales at relatively short intervals of time, this index really portrays to some extent the trend of motor car retail sales as well as of motor car production. The volume of business transacted by the automotive industry, including its tremendous consumption of many and varied types of products as glass, steel, paint, cotton, copper, etc., gives this index of motor activity much significance from the standpoint of the business of the country at large. The fact that it can be obtained weekly also contributes to making it one of the most valuable indices to general business conditions that has been thus far developed. This index has been carefully checked against retail sales and production of the automotive industry and its accuracy thereby demonstrated over a substantial period of years.

New Advertising Magazine

The publication of a new monthly magazine, to be known as *Advertising Specialties*, is planned by the Adspec Corporation, a subsidiary of the Hoffman Publishing Company, New York City. The first issue of the magazine will be in September.



Making every Ad pay in Business Gained

MANY businesses are denied advertising because it is wasteful. Many who advertise find that coupons cost from a dollar apiece, *up*. Coupons that only bring inquiries, have yet to be sold.

That is how Autopoint saves money. *First*, it is an inexpensive advertising medium. *Second*, it goes only to people interested in and able to help your business. *Third*, it is constantly in their hands, on their desks, to remind when orders are being placed.

Your name on Autopoint—the world's simplest automatic pencil—is a wonderful advertisement. No Autopoint was ever thrown away! What other ads can say this? Autopoint works night and day—it's on the job when your salesmen are somewhere else. Hundreds of our users testify to its business-getting efficiency.

Today learn more of the Autopoint Way to Successful and Efficient Advertising! Write for details.

Offer to Executives Only—Send the coupon for free sample Autopoint to learn what a fine impression it makes. Full particulars, business building plans, price-lists, etc., will be sent free.

3 Big Features

- 1 Cannot "jam"—protected by patent. But one simple moving part. Nothing to go wrong. No repairs.
- 2 Bakelite barrel, beautiful onyx-like, lightweight material.
- 3 Lead always firm—will not "wobble."

Autopoint

The "Better Pencil" Made of Bakelite
AUTOPPOINT COMPANY
1801-31 Foster Ave. Chicago, Ill.

Attach business card or letterhead
AUTOPPOINT COMPANY
1801-31 Foster Ave.,
Chicago, Ill.

Without obligation, please send sample Autopoint, booklet, sales-building proposition, prices, etc.

Name.....
Firm.....
Title.....
Address.....



Over-size Model \$1.00

SM-7-29

For Executives Only

“WE”

THE FOUR A'S ON TESTIMONIALS: The American Association of Advertising Agencies, through its executive committee, has delivered its collective mind on the subject of testimonial advertising after due investigation. The finding is, in substance, that the abuse is merely a manifestation of the insincerity that plagues advertising from time to time. The great body of advertising is not tainted. Coercive measures are not desirable except as a last resort. Analysis, education and the setting up and application of sound standards are preferred. Paid testimonials may be honest and ethical, but making a practice of their use is to be discouraged. As for the outcry against insincere testimonials, what better evidence could there be that advertising in general is essentially reliable? . . . With these views, as our readers are aware, SALES MANAGEMENT agrees. Clap-trap and humbug are vices of human nature that have engaged the pens of satirists for centuries, and it is unlikely that thimblerriggery which keeps within the law will ever be completely driven out. Advertising has its fair share. But it used to have far more, and as the spokesmen of the four A's imply, nothing shows this more clearly than the late hullabaloo over the outcropping of an old form of misrepresentation in sales promotion which is flagrant enough to be ridiculous. We should be in sorry case indeed if attempts to defraud the public by printed appeal evoked no storm of protest from our own ranks. . . . Particularly to be commended is the reference to creation and use of sound standards applicable to advertising, provided this outgiving is inspired by more than pious hope. There are now in existence a sufficient body of canons that express with adequate clearness what all of us believe to be the principles of common honesty and common fairness that should govern the business of telling about goods for sale. The lack is a court of professional opinion that will feel called upon to pronounce judgment in particular cases brought to its attention. Along that line something could be done by publishers and agencies which would undoubtedly hasten the somewhat deliberate processes of evolution in reaching the goal of perfectly fair dealing.

THROUGH FOREIGN EYES: Complaining of the diversion of American tourists from France to Germany, *Oeuvre*, a newspaper published in Paris, makes this rather naive appeal for advertising France: "The Germans understand, better than we French, that the Americans are ardent champions of advertising. In France we believe that the business house which suddenly launches out into a heavy advertising campaign is desperately trying to avert failure. In America they believe the business house that does not advertise is on the verge of failure."

In turning a Gallic phrase and pointing a useful moral, our friend across the water goes a bit farther perhaps than practice here justifies. We are less prone than he thinks to sudden splurges of advertising copy, and all businesses that do not glitter on the printed page are not going to the dogs. Yet the contrast between French and American publications must suggest to the foreign observer something like the difference *Oeuvre* sees, allowing for the fact that *Oeuvre* sometimes sees a little red.

DODGING TARIFF BARRIERS: Revived announcement that the famous small English Austin cars are to be made in this country to meet a supposed demand here for low-price vehicles that burn very little fuel is not likely to alarm our makers of handy gadabouts on wheels. But the news is interesting as another item pointing to a disposition on both sides of the ocean to save freight charges and custom house tolls by export of capital and ideas in lieu of goods. Ford and General Motors are doing this on a considerable scale. Why should not Austin follow suit? There is more in foreign trade these days than meets the eye in reports of exports and imports.

ADVENTURES IN BANKING: Recent failures of banks in various parts of the country are indicative of the sort of carelessness which is engendered by prosperity rather than of any weakness in the business structure. In some cases, notably in the South, unusual developments, local in scope, have been the cause. It is evident, however, that the notable success of banks as a whole in recent years has attracted to the suburbs of banking a considerable number of adventurous spirits who know little about the jobs they undertake, and are either wholly unscrupulous or fail to realize the peculiar responsibilities that fall upon managers of other people's money. . . . Public discussion of the matter has been curiously circumspect, not to say reticent. Banking evils are rarely aired until they become acute, because of the delusion that confidence may be undermined by criticism. But in banking circles no such caution is encountered. Many of the recent failures are there frankly ascribed, in anything but guarded language, to defective supervision of banks in many parts of the country, that permits, if it does not encourage, banking adventures which are taboo in every sound banking establishment. . . . In a period characterized by furious speculation it is natural that people in general should be in a mood to take more than ordinary chances. But from this lure all properly managed banks hold themselves aloof, and it is the duty of supervisory bodies to see that improperly managed banks which do yield to temptation are brought to task, or else, if power is lacking, to ask legislative bodies for authority to deal with such situations. That there is need of some further regulatory legislation is not denied in many responsible quarters.

NATIONAL TRADE JOURNALS, Inc.

announces

the election of

H. J. REDFIELD

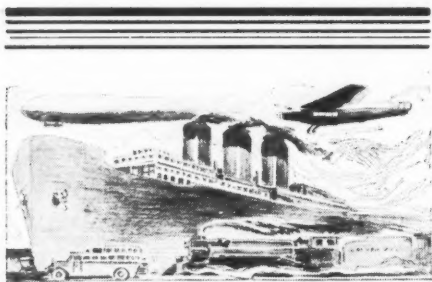
as Chairman of the Board of Directors

and of

HOWARD MYERS

as President, General Manager

and Member of the Board of Directors



ROTARIANS Are Great Travelers

PROBABLY no other single organization of men—reached by a single publication—pays for so many millions of miles of travel annually as the 136,000 Rotarians; globe trotters, thousands of them, but ALL great travelers, for business or pleasure.

Railroads, steamship and travel companies would do well to reach this great group of confirmed travelers, through the pages of their own publication—THE ROTARIAN. We have some intensely interesting Rotarian travel statistics that we shall be happy to send you on request.

And because Rotarians are great travelers (and can afford to travel) they are large buyers of merchandise; luggage, clothing—everything that the average business man buys—PLUS

There is no line of merchandise or service for which Rotarians are not better-than-average-prospects—and THE ROTARIAN a better-than-average medium through which to reach them.

Color is available at small extra cost—2-color inside pages and 4-color process covers and inserts. Write.

THE ROTARIAN

—The Magazine of Service—

Chicago Evening Post Bldg., Chicago

Wells W. Constantine
Eastern
Representative
17 W. 16th Street
New York, N. Y.

F. W. Henkel
Midwest
Representative
306 S. Wabash Ave.
Chicago, Ill.

How Ralston Purina Takes the Guesswork Out of Sales Direction

(Continued from page 147)

and it was found to be due to new sales tactics. A sales meeting of all territory men was held, with the result that the month showed a 25 per cent increase over the best previous month.

At another time, a Montreal salesman's business had fallen off to such an extent that it was thought that either price or product might be at fault. The records of the Ottawa salesman, working under identical conditions, were studied and his sales found to have been increasing. The Montreal man's daily reports were then studied and it was found that he had not been calling on the proper customers for the sale of that particular item. A conference was called and a week's work mapped out which brought up sales to almost the former level.

Seemingly inconsequential data on the cards is often of great value. A recent analysis of dealer records showed that a large tonnage is being handled by trucks from car direct to the customer, saving handling charges. A special campaign is now under way to get dealers to push this business more aggressively and a bulletin is being put out to consumers to show them the advantage of taking delivery from the car.

Cards for Sales Contests

In order to give salesmen a strong incentive, it has been the practice to conduct sales contests throughout the year. On cards for each salesman are punched both tonnage sold and "sales points." This record is kept up-to-date and summaries drawn off frequently for transmittal to the men, not only covering their own but others' stand in the competition. Such summaries are prepared on short notice from the cards, whereas the former 11x17-inch charts took ten days longer to prepare, were awkward to handle and the information was cold when it reached the salesman.

The value of having these summaries up-to-date and quickly available was shown in a recent contest between sixteen men, running from October 1 to December 31, 1928. One salesman at the home office had a quota of 1,000 units for each month and on November 23 stood sixteenth. The summary of standings of all contestants energized him to such aggressive work that by the end of the contest he was

in second place. His units by months were 654 in October, 841 in November and 1,607 in December, a total of 3,102.

Many general campaigns are suggested by summaries of data now easily available. A study was made early in 1928 of actual shipments to dealers of various products. A list was made up of dealers taking more than 100 units of a certain product in 1927 which suggested that a little pressure would result in a very large increase in tonnage. A letter was sent to each salesman stating "Every dealer ought to book a larger amount this year than in 1927. You will want to see all dealers at once and cover them for their full season's requirements. Act quickly."

In spite of a higher price established in 1928 to cover improvements in the formula and in the face of strong competition, the sales on this particular item increased approximately 52 per cent in 1928 over the former year.

Aided Annual Increase

Strong and well-directed sales effort has enabled the Ralston Purina Company to show a steady and substantial annual increase in business. During the past two years the increase has been about 15 per cent a year. Many factors are responsible for this increase. It is acknowledged, however, that many special drives as well as general campaigns would have been less effective if data had not been available quickly and this has been the function performed by the visible systems.

The investment for the equipment used by Ralston Purina is as follows: The cabinets \$3,072. Fixed charges for depreciation and average interest at 6 per cent are given for an assumed ten-year life. An average of 13,500 cards are used yearly at a cost of \$7.40 a 1,000. Labor is of record for eleven months for each type of entry and a total is indicated for the year of 2,280 hours at \$.50 an hour. The total cost is shown to be \$1,757.98 a year or \$146.50 a month, corresponding to slightly under \$.01 per transaction entered.

This is a slight cost and far below what would be incurred with the old loose-leaf system, without considering the added expense of making summaries from such records.

New Air Express Company to Form National Network

Formation of an air-express corporation which will include the merger of express carrying interests of National Air Transport and of the Curtiss-Wright group, to compete with the Railway Express Agency, Inc., in the light express field, is in the process of completion.

It is understood that the National group is the central unit in the merger and that it will receive the full co-operation of the Curtiss-Wright company and of Transcontinental Air Transport.

Of these the Railway Express has contracts with National only for the purpose of aerial transportation of express matter. Railway Express, however, has contracts with other companies which give it air service over the greater portion of the continent.

It is also understood that the intention of the merging companies is to extend facilities beyond those now existing and then to seek the Railway Express business through contract or affiliation of interests. It has also been said that the new group has succeeded in getting the financial interest of the Railway group insofar as the plan has been completed.

Arizona Copy Brings 16,000 Inquiries

The advertising campaign of Chandler and the Salt River Valley of Arizona, conducted in seven national magazines and in metropolitan newspapers last year, brought 16,000 active "correspondents," located in every state of the Union and in Canada, Holland, England, Spain, India, Baluchistan, Australia, New Zealand, Egypt, South Africa, Brazil, Argentina, Colombia, Chile, Peru, Hawaii, Canal Zone and Cuba, Addison Clark, secretary of the Chandler Improvement Association, announced this week.

The correspondent in Holland, incidentally, is at Doorn, where the exiled Kaiser Wilhelm spends his spare time sawing wood.

Most of the correspondents, Mr. Clark reported, expressed interest in the agricultural opportunities of the district; many of them were "prospective investors" in local property.

Without the eventual interest of the Railway Express in such a merger, it is said that an efficient nation-wide express service would not be feasible, since deliveries outside of the immediate vicinity of the air fields would present a big problem to any group attempting to carry out such a plan. In addition, the many ground offices and facilities of the Railway Express now existing offer an excellent working "backbone" to such a network as that proposed.

Bureau of Advertising to Meet in Chicago

Preliminary plans for a meeting of the Bureau of Advertising, American Newspaper Publishers' Association, during A. B. C. Week in Chicago, next October, have been completed by a subcommittee appointed by the chairman of the committee in charge. This committee is headed by W. C. Macfarlane, Chicago *Tribune*, and comprises E. H. Harris, *Richmond Palladium*, president of Inland Press Association; Walter A. Strong, Chicago *Daily News*; Frank H. Burgess, the LaCrosse *Tribune*; Don U. Bridge, Indianapolis *News*; and W. H. Stockwell, Chicago representative and an advisory member of the committee in charge.

Plans have been made with the Inland Press Association, whose fall convention will be held there October 22-23, to give the lunch hour and the afternoon of October 23 to the bureau convention, the members joining with the bureau for this meeting.

United Aircraft Makes World-Wide Sales Plans

The formation of a subsidiary company to handle the export business of the United Aircraft and Transport Corporation was announced this week by Frederick B. Rentschler, president. The new company is to be known as United Aircraft Exports, Inc. Francis H. Love will be president of the new company and will organize a world-wide selling organization to take care of the demands for the military and commercial planes manufactured by the United group as well as the Hornet and Wasp engines made by the Pratt & Whitney Aircraft Company, engine subsidiary of United, and of the sale of Hamilton propellers, made by the propeller subsidiary. During the last year, without any selling effort on the part of United, orders in excess of \$2,000,000 have been received from abroad.

Just Off the Press!



informs you of

WHO'S WHO, HOW MUCH AND WHAT

in the field of

National Advertising

This service is invaluable to Agencies, Publishers and all who sell to National Advertisers

The James McKittrick Company Blue Book of National Advertisers, Volume 16, contains 595 pages and lists 9,084 advertisers with complete personnel, trade names, advertising agencies placing accounts, with agency contacts and amount of appropriation in many instances. media, time of year lists are made up, method of distribution with number of distributing units completing a picture of the size of the organization listed.

A SAMPLE LISTING:

THOMAS', THE

Chicago, Ill 844 W Rush

Hair & Scalp Specialists

Paul A Thomas president

C R Swinehart gen mgr directs adv.

purchasing & buying of printing

Harry Atkinson Inc adv agts Chicago

(Harry Atkinson agency man)

(Gn Tp Ce Rb Dm)

Appropriation: \$125,000 for offices owned by

P A Thomas; \$300,000 for entire system

Distribution: In Cities where Treatment Of-

fices are maintained (48)

Sample pages and more detailed information on request.

The James McKittrick Co., Inc.
Publishers

200 Hudson Street
New York, N. Y.

THE JAMES MCKITTRICK CO., INC., Publishers,
200 Hudson Street, New York, N. Y.

Please send me further information on The
National Directory of Advertisers' Blue Book.

Name

Address

City and State.....

Position

Company

S.M. 7-27-29

BIGELOW,
KENT,
WILLARD
& CO., Inc.

~
Consulting Engineers

*Merchandising
Counselors*

~
Park Square Building
BOSTON, MASSACHUSETTS

A record of the Proceedings of the Second Merchandising Conference, held under our auspices in Boston, in May, is available for loan to company officials. A request will place your name on the list to receive a copy, which is to be returned to us in ten days.

11 Years of Experience

For

\$50.00 a Month

You Manufacturers, Merchants, Sales and Sales Promotion Managers, who have felt the need for a correspondence supervisor—This advertisement was written to you.

Send me carbon copies of your daily correspondence from every department of your business. I will review it and return it to you with marginal notes for \$50.00 a month.

Do you use sales, collection or adjustment letters in your business?

I will write them for you for \$15.00 each or \$10.00 each in series of three or more.

Both services for \$125.00 a month.

Your work will not be delegated to a clerk, it will be handled by myself, personally and individually.

GEO. R. EVANS
153 North Market Street
Troy, Ohio

DeLaval Dealers Buy 1,000,000 Calendars Yearly

(Continued from page 154)

small box on the sheet for January and February. Headed "The Perfect Food," this message states:

"Pure milk contains everything in perfect proportion, including minerals and vitamins for the growth and health of young or old in the most digestible and economical form. It is the best, cheapest and most available food for dairymen. Use more milk and talk about its value—it will be good for you and your business."

The same page contains information on cows, headed "The Dairy Cow:"

More Educational Messages

"The dairy cow is a wonderful machine for converting food, much of which has no market and would be wasted, into a perfect food. She is the only animal that produces several times her own weight in food each year and is still alive to do it over again. About 25 per cent of the total farm income is produced by dairy cows!"

The edge of the book is punched, and it is so printed and laid out that when it is opened and hung up it presents the general aspect of the conventional sort of calendar. When January and February are ended another page may be turned up; and the same boy is to be seen (somewhat older) eating a slice of bread and butter. The calendar layout below for March and April has its educational messages centered about butter.

The messages and the illustration for May and June deal with ice cream. Those for July and August are about that dairy by-product which so often is uneconomically utilized, skim milk. The subject for September and October is dairy products sold at soda fountains; for November and December, cheese.

The same boy is pictured in each layout but in different poses, doing different things, and each time somewhat older, until, in the illustration for the calendars of the last two months of the year, he and his bride are shown leaving on their honeymoon.

The three inside pieces of cardboard are slotted at the fold and in the space thus made visible, whatever months are shown, is printed on the piece of cardboard forming the back the name, address and telephone number of the

dealer, a summary of his lines, and "Authorized DeLaval Agency." The last two pages—which it would require a year of fourteen months to use, as are the others, for calendar purposes—are devoted to a long message concerning the excellent opportunities that dairy farming affords, provided it is followed intelligently and scientifically.

This calendar, the company's officials consider, has more definite advertising value than any previous one ever employed. The DeLaval dealers have given indication this is also their opinion. For while the cost of it to them is about twice as great as that of any previous calendar, indications are that they will take for distribution to their farmer customers considerably more than the usual 1,000,000.

Do Farmed Out Installment Collections Hurt Sales?

(Continued from page 146)

over that of the non-recourse finance company is, of course, the fact that the dealer endorses the account before he turns it over to us. He is jointly responsible for the account, and if it comes to repossession of the car, it will be up to him to dispose of it. The last thing he wants on the green earth, of course, is that car back again, and he will interest himself very speedily in ironing out any difficulties we don't know about. This, of course, is a very different situation from that of the non-recourse finance company which is callously indifferent to everything on earth except getting the money when it is due, by any means."

Half a dozen articles at least could be written on various angles of this public relations work as it has been organized by GMAC. General Motors is big, rich and powerful, and can spend millions for advertising to create good will—but it is wise enough to know that a system which will "not permit" that good will to be maintained and protected is a serious liability.

Four A's Promote Gamble

Frederic R. Gamble, who has been assistant executive secretary of the American Association of Advertising Agencies since May 1, has been appointed executive secretary.

Testimonial Rumpus and Industrial Advertising

(Continued from page 153)

for knowing his job. The reader of the testimonial advertisement assumes that the endorsing engineer's ability and knowledge have been used in the selection of the machine. In accepting the endorser's word that the machine is a good one, the testimonial reader is merely saving his time and insuring his judgment.

Were this same engineer to recommend a brand of furniture or cigarettes, the engineering reader would not be particularly impressed though he might be interested. The engineering reader realizes quite well that brilliance in one line of endeavor is not the open sesame to sagacity in another. The reader would feel about such a testimonial as he feels when he sees the society matron recommend a product about which she may or may not know anything.

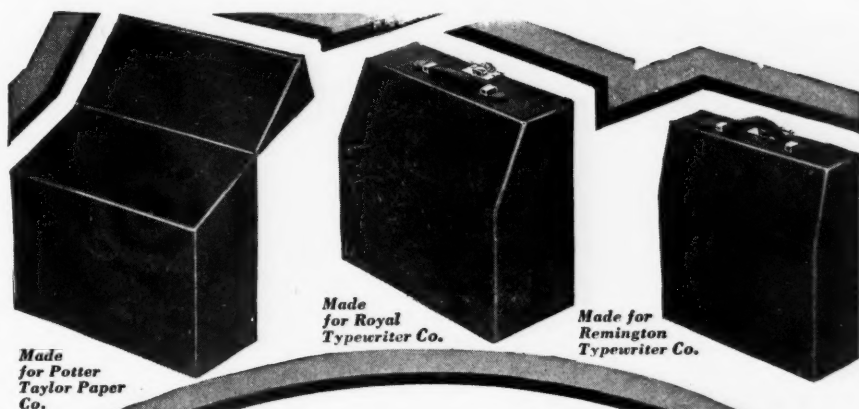
Tells Why He Endorses It

The industrial testimonial differs from the consumer in another respect. It is full of facts and details. Invariably, when the engineer endorses a machine he says not only why but gives plenty of facts as to performance that prove his endorsement. To merely say in an industrial advertisement that such-and-such a prominent engineer calls a machine a great and fine machine is to waste the money the advertisement cost. An apt combination of superlatives does not convince the engineering buyer who is ever hungry for facts and figures.

Another difference between the industrial and consumer testimonial is that industrial testimonials are in most cases checked up by the readers, not because the reader may doubt the endorser's statement but because he is interested enough to want to know certain detailed facts that would help him in the selection of the product for his own particular plant requirements. So large is this search for more information that some industrial companies, railroads in particular, in order to save executive time have a policy that does not permit any of their executives to give supplying manufacturers testimonials.

The above-mentioned differences between industrial and consumer advertising testimonials are the more obvious ones and sufficient to point the direction and the reasons why industrial testimonials will continue to be believed.

Inherent in industry are several reasons why the industrial testimonial shall always carry weight with a read-



Cases by WINSHIP for Portable Products

CASES by the 100,000 or the Piece! Cases that merely afford protection and portability or cases that make the product worth more than the price! Winship makes all!

Winship *designs* the case and aids the manufacturer to whom this is a *new problem*; or Winship builds to specifications to fit every need—even a price limitation! Winship cases *help* sell the product that's carried by hand. *Portable typewriters, calculating machines, health motors, radios, phonographs, sewing machines, cosmetics, electrical instruments, vibrators*,—these are but a few of the numberless cases designed and built by Winship.

Send a sample of your product or your present case or for any information and let us submit ideas and prices to you.

Boston
71 Summer St.

W. W. Winship & Sons, Inc.
Utica, N. Y.

New York
39-41 W. 32nd St.

Makers of the famous FABER Sample Trunks and Cases—and Cases for Portable Products



MR. PRESIDENT: An EXECUTIVE is available WITH MANAGERIAL, SALES MANAGEMENT, AND ADVERTISING EXPERIENCE, with COURAGE, VISION, VITALITY, BALANCE and INITIATIVE. Age 42, technical graduate.

With excellent credentials covering 20 years' diversified experience, both Domestic and Foreign. Has occupied positions of trust in New York, Chicago, San Francisco and St. Louis. Is an accredited organizer, sales manager and correspondent. Has had excellent experience in management, manufacturing, sales, advertising, credits, etc.

Is not expectant that past earnings can be duplicated, at least for some time, but seeks a reasonable return and an opportunity for permanent connection with some established, progressive concern.

Past record as to ability, character, industry and capacity will bear close scrutiny.

YOU may be conservative. However, this may be just the man YOU have been looking for.

It will cost YOU nothing to inspect my past record. LET'S GET ACQUAINTED.

Write P. B. WALDIN, 1236 Waliron Avenue, St. Louis, Mo.

Astonishing

Business men tell us the new Portfolio of Attention Compelling Letterheads is really surprising. They say it gives them more ideas on letterhead effectiveness than they ever thought could be packed into a single mailing piece. It includes full-size samples of colorful, friendly letterheads we've created for the exclusive use of our customers.

This Portfolio is sent FREE to interested executives. Request yours today, addressing the office nearest you.

Monroe Letterhead Corporation
1008 Green St. 165 N. Union St.
Huntsville, Ala. Akron, Ohio

Crying Our Wares

By HOWARD W. DICKINSON

This book was reviewed on page 392 of SALES MANAGEMENT for February 16th. Should be valuable to all persons in sales work and promotion. Written by the former Vice President of the George Batten Company, it tells the intimate details of many campaigns with which he was in close contact.

Price, postpaid, \$3.00

SALES MANAGEMENT
Book Service

420 Lexington Ave. New York City

er. Industry gets from the manufacturers advertising pages and the editorial pages, the latest information that makes an industry develop. When an endorser endorses a machine, for instance, he is adding to the sum total of business knowledge of his industry. His endorsement in an advertisement is not far different from his signed article in the editorial pages.

Many large industrials maintain elaborate departments to test materials and machines they buy. They do this because there is ordinarily no such information available. When the chief engineer in such a company tells that a certain machine is satisfactory to him he is giving information that cost in some instances thousands of dollars to secure.

The industrial testimonial is rarely ever maneuvered. Industrial testimonials originate in most cases from the correspondence the sales force has with the buyer. Manufacturers selling industry follow through after a sale to see that a machine is working properly not only to satisfy a customer but to build up for their own engineering force performance data from which improvements are made. As the machine works out its destiny in the customer's plant it usually supplies the testimonial.

Paid Testimonial Rare

The paid testimonial in industry is fortunately rare. For any engineer or production superintendent to endorse a product for money would be immediately construed as a form of graft for having originally bought the machine and would mean instant dismissal. To endorse a product if the facts did not warrant it, out of friendship for the seller, would be dangerous for the industrial executive because any questioning of an engineering nature would soon show up the hoax, which if it were not construed as dishonesty would be considered as engineering error, an equally strong dishonor in the engineering fraternity.

By far the larger number of industrial advertisement testimonials take the form of performance records. Either the records of performances, usually quite complete, are attested to by an executive with mention of his name and position, or these records are quoted without any specific identification of the endorser, or an announcement is simply made that such-and-such a company has bought the product, which is in itself a form of endorsement.

A variation of this type are the Jenkins Brothers architectural advertisements which show an aquatint of a prominent building and merely credit

the architect, the consulting engineer, the heating contractor, the plumbing contractor and the like. The prominence of these names and the mere statement that they selected Jenkins valves tells volumes.

Another type of testimonial prevalent in industrial advertising is that used in the series Jenkins Brothers runs to announce the prominent manufacturers of industrial equipment that use Jenkins valves on their products as standard equipment. That this type of testimonial is not only valuable to Jenkins Brothers but also to the manufacturer given this publicity is attested by the practice the majority of these manufacturers have of securing reprints of these Jenkins advertisements for circulation among their own customers. No high pressure methods are needed to secure these testimonials. After a manufacturer has been using Jenkins valves as standard equipment on his product for several years, his permission is asked to feature his equipment along with a request for a statement as to the service he has received from Jenkins valves. Invariably this request brings a good testimonial as to the service of Jenkins valves. Before the advertisement embodying this testimonial appears it is sent to the manufacturer for his approval and suggestion. This gives him the opportunity to recant and also to order reprints of the advertisement which are supplied him free.

June Newspaper Lineage in Sixty-three Cities

(Continued from page 158)

Press-Scimitar ..	690,606	772,170	— 81,564
Totals	2,558,304	2,489,627	+ 68,677

MIAMI

	1929	1928	Change
Miami Herald ..	677,166	654,542	+ 22,624
Miami Daily Ns.	449,988	454,867	— 4,879
Totals	1,127,154	1,109,409	+ 17,745

MILWAUKEE

	1929	1928	Change
Journal	1,735,543	1,553,162	+ 182,381
Sentinel	517,081	514,652	+ 2,429
*Leader	159,307	190,033	— 30,726
*Wis. News ...	657,926	656,131	+ 1,795
Totals	3,069,857	2,913,978	+ 155,879

MINNEAPOLIS

	1929	1928	Change
Tribune	1,202,134	1,121,513	+ 80,621
Journal	1,217,691	1,210,874	+ 6,817
*Star	541,433	580,360	— 38,927
Totals	2,961,258	2,912,747	+ 48,511

NEW ORLEANS

	1929	1928	Change
Times-Picay. ...	1,613,111	1,475,076	+ 140,035
Item	824,405	771,072	+ 53,333
States	691,486	638,315	+ 53,171
*Tribune	463,655	449,092	+ 14,563
Totals	3,592,657	3,331,555	+ 261,102

NEW YORK

	1929	1928	Change
American	1,103,292	990,810	+ 112,482
Bronx Home Ns.	484,181	441,852	+ 42,329
Herald Tribune.	1,723,510	1,526,532	+ 196,978
Times	2,677,062	2,377,064	+ 299,998

World	1,236,840	1,177,650	+ 59,190
*Mirror (tab.) ..	193,256	123,464	+ 69,792
News (tab.) ...	931,240	811,864	+ 119,376
*Eve. Graphic ..	374,268	304,426	+ 69,842
*Eve. Journal ..	1,071,398	1,144,256	- 72,858
*Eve. Post	471,006	456,580	+ 14,426
*Eve. World	802,360	787,302	+ 15,058
*Sun	1,458,932	1,345,192	+ 113,740
*Telegram	504,074	495,388	+ 8,686
Brooklyn Eagle..	1,632,498	1,682,058	- 49,560
Brooklyn Times..	463,482	458,322	+ 5,160
*Standard Union	402,756	389,530	+ 13,226

Totals 15,530,155 14,512,290 + 1,017,865

NEWARK

1929	1928	Change
Newark News**	1,805,218	1,786,218 + 19,000

** No other figures available for Newark.

OAKLAND

1929	1928	Change
Tribune	1,443,834	1,402,548 + 41,286
*Post-Inquirer ..	1,074,402	1,024,954 + 49,448

Totals 2,518,236 2,427,502 + 90,734

OMAHA

1929	1928	Change
World-Herald ..	1,174,474	951,591 + 222,883
Bee-News	786,538	691,635 + 94,923

Totals 1,961,032 1,643,226 + 317,806

PATERSON (N. J.)

1929	1928	Change
Press-Guardian**	621,768	795,066 - 173,298
Press-Guardian		
(Sunday)** ..	96,265	117,213 - 21,047
Morning Call ..	853,305	828,854 + 24,451
The News	747,761	740,421 + 7,340

Totals 2,319,099 2,481,653 - 162,554
 ** Department store advertising has been out of the Press-Guardian since August 1, 1928, due to a rate controversy.

PEORIA

1929	1928	Change
Journal (7 days)	1,011,057	874,772 + 136,285
*Transcript	549,581	496,271 + 53,310
Star (7 days) ..	927,737	831,125 + 96,612

Totals 2,488,375 2,202,168 + 286,207

PHILADELPHIA

1929	1928	Change
Inquirer	1,680,166	1,598,605 + 81,561
Record	774,158	679,800 + 94,358
Ledger	1,122,866	1,110,931 + 11,935
*Eve. Ledger	1,079,033	1,111,978 - 32,945
*Bulletin	1,689,507	1,701,062 - 11,555
*News	466,555	505,860 - 39,305

Totals 6,812,285 6,708,236 + 104,049

PORTLAND (MAINE)

1929	1928	Change
*Press Herald ..	707,379	730,322 - 22,943
*Express	603,869	605,447 - 1,578
Telegram	270,992	213,772 + 57,220

Totals 1,582,240 1,549,541 + 32,699

PORTLAND (OREGON)

1929	1928	Change
Oregonian	1,041,670	904,148 + 137,522
Journal	878,080	806,736 + 71,344
*Telegram	504,504	577,822 - 73,318
*News	358,708	359,170 - 462

Totals 2,782,962 2,647,876 + 135,086

PROVIDENCE

1929	1928	Change
Journal	927,497	818,948 + 108,549
*Bulletin	1,270,011	1,233,053 + 36,958
Tribune	274,874	280,762 - 5,888
*News	350,655	349,344 + 1,311

Totals 2,823,037 2,682,107 + 140,930

READING (PA.)

1929	1928	Change
Times	639,823	574,988 + 64,835
Eagle	914,902	917,315 - 2,413

Totals 1,554,725 1,492,303 + 62,422

RICHMOND

1929	1928	Change
*News-Leader ..	1,024,814	999,684 + 25,130
Times-Disp.	992,600	847,266 + 145,334

Totals 2,017,414 1,846,950 + 170,464

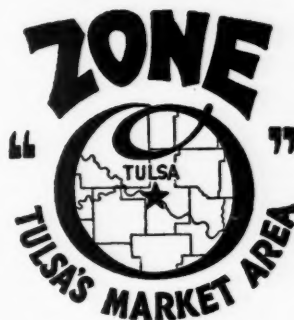
ROCHESTER

1929	1928	Change
Journal-American	957,942	804,301 + 153,641
*Times-Union ..	1,090,813	1,142,869 - 52,056
Dem. & Chron.	1,250,979	1,217,533 + 33,446

Totals 3,299,734 3,164,703 + 135,031

Do you know that one of the wealthiest and most compact market units in the United States is known as ZONE "O"?

Write for
the Zone "O"
Book of Facts
About This
Rich Market



Sent Free
Upon Request
to Advertising
and Sales
Executives

Covered By

The Tulsa Tribune

Tulsa's Leading Newspaper

EVENING

SUNDAY

SMALL, SPENCER & LEVINGS, Inc.
New York - Chicago - Boston

PAYNE-HALL, Inc.
Los Angeles - San Francisco

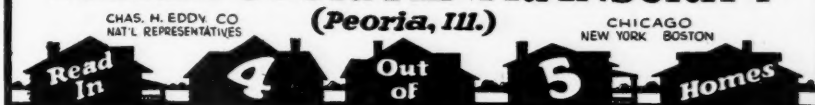
As Usual

1st. In Total, Local, National
and Classified Advertising!

For First Six Months 1929

PEORIA JOURNAL-TRANSCRIPT

(Peoria, Ill.)



SALES QUOTAS

By PERCIVAL WHITE

This volume has been written to assist the sales manager in meeting the growing competition in business through the use of sales quotas.

It is the first complete statement of the underlying theory of various kinds of quotas, the use of market analysis, the application of scientific methods to quota setting and the quota in operation and practice.

The subject matter is grouped under five natural divisions:

- I. Introduction.
- II. The Market As A Quota Determinant.
- III. The Company As a Quota Determinant.
- IV. The Quota In Operation.
- V. An Example Of Quota Practice.

Consists of 254 pages, including 56 charts, diagrams, etc.

Price, postpaid, \$4.00

SALES MANAGEMENT

Book Service

420 Lexington Avenue

New York, N. Y.

ST. LOUIS			
	1929	1928	Change
Post-Dispatch ..	1,995,560	1,619,800	+375,760
Globe-Democrat.	1,212,600	1,110,300	+102,300
*Star	630,300	699,900	-69,600
Times	338,700	309,600	+29,100
Totals	4,177,160	3,739,600	+437,560

ST. PAUL			
	1929	1928	Change
*Dispatch	787,570	792,638	-5,068
Pioneer	944,398	809,760	+134,638
News	641,872	652,442	-10,570
Totals	2,373,840	2,254,840	+119,000

SALT LAKE CITY			
	1929	1928	Change
Tribune	1,268,624	964,782	+303,842
Telegram	545,048	499,240	+45,808
News	521,724	472,612	+49,112
Totals	2,335,396	1,936,634	+398,762

SAN ANTONIO			
	1929	1928	Change
Express-News ..	2,003,977	1,737,006	+266,971
Light	923,503	873,708	+49,795
Totals	2,927,480	2,610,714	+316,766

SAN FRANCISCO			
	1929	1928	Change
Chronicle	981,078	894,992	+86,086
Examiner	1,560,846	1,315,748	+245,098
Bulletin	529,172	444,808	+84,364
*Call	707,252	681,562	+25,690
*News	597,114	621,278	-24,164
Totals	4,375,462	3,958,388	+417,074

SCRANTON			
	1929	1928	Change
*Times	1,002,239	1,109,136	-106,897
*Republican ..	524,944	655,004	-130,060
*Sun	366,051	387,681	-21,630
Totals	1,893,234	2,151,821	-258,587

SEATTLE			
	1929	1928	Change
Times	1,501,746	1,419,848	+81,898
Post-Intelligencer	978,998	923,151	+55,847
*Star	592,472	554,100	+38,372
Totals	3,073,216	2,897,099	+176,117

SPRINGFIELD (MASS.)			
	1929	1928	Change
Union, Repub. & Daily News ..	1,663,942	1,498,476	+165,466
Totals	1,663,942	1,498,476	+165,466

TAMPA			
	1929	1928	Change
Tribune	726,530	700,398	+26,138
*Times	471,142	572,096	-100,954
Totals	1,197,672	1,272,488	-74,816

TOPEKA			
	1929	1928	Change
Top. Dly. Capital	724,017	675,255	+48,762
*Top. State Jour.	424,991	423,619	+1,372
Totals	1,149,008	1,098,874	+50,134

TRENTON			
	1929	1928	Change
*Trent. State Gaz.	886,180	770,145	+116,035
*Tren. Evening Times	822,302	721,480	+100,822
Sun. Times Adv.	187,403	166,155	+21,248
Totals	1,895,885	1,657,780	+238,105

TULSA			
	1929	1928	Change
Tribune	930,578	838,245	+92,333
World	1,072,250	904,657	+167,593
Totals	2,002,828	1,742,902	+259,926

WASHINGTON			
	1929	1928	Change
Star	2,157,323	2,187,050	-29,727
Post	766,748	703,767	+62,981
*Eve. Times ..	603,430	550,049	+53,381
Herald	534,661	431,006	+103,655
*Eve. News ..	219,024	197,972	+21,052
Totals	4,281,186	4,069,844	+211,342

WILKES-BARRE			
	1929	1928	Change
Times Leader ..	1,023,512	1,057,210	-33,698
Wilkes-Barre Rec.	1,104,208	1,112,776	-8,568
Evening News ..	525,280	542,486	-17,206
Totals	2,653,000	2,712,472	-59,472

WILMINGTON			
	1929	1928	Change
*Morning News.	184,736	167,990	+16,746
*Evening Journal	671,768	652,559	+19,209
Totals	856,504	820,549	+35,955

WORCESTER			
	1929	1928	Change
The Telegram ..	1,005,749	942,256	+63,493
*The Gazette ..	775,538	772,670	+2,888
Totals	1,781,307	1,714,926	+66,381

*No Sunday Edition.

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display Cash Basis Only. Remittance Must Accompany Order.

POSITION WANTED

MR. PRESIDENT: An EXECUTIVE is available WITH MANAGERIAL, SALES MANAGEMENT, AND ADVERTISING EXPERIENCE, with COURAGE, VISION, VITALITY, BALANCE and INITIATIVE. Age 42, technical graduate. With excellent credentials covering 20 years' diversified experience, both Domestic and Foreign. Has occupied positions of trust in New York, Chicago, San Francisco and St. Louis. Is an accredited organizer, sales manager and correspondent. Has had excellent experience in management, manufacturing, sales, advertising, credits, etc. Is not expectant that past earnings can be duplicated, at least for some time, but seeks a reasonable return and an opportunity for permanent connection with some established, progressive concern. Past record as to ability, character, industry and capacity will bear close scrutiny. YOU may be conservative. However, this may be just the man YOU have been looking for. It will cost YOU nothing to inspect my past record. LET'S GET ACQUAINTED. Write P. B. WALDIN, 1236 Waldron Avenue, St. Louis, Mo.

EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established nineteen years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

SALESMEN WANTED

FORTUNE IN AIRPLANE SALES—UNDER this plan a salesman should sell at least one Eaglerock a month—a net monthly income for him of from \$1,000 to \$1,500. Our two weeks' free sales training course makes you ready to get the money. We equip salesmen who qualify with a free demonstrator Eaglerock. You can offer buyers an easy plan of time purchase. Write for details. Alexander Aircraft Co., Dept. 16, Colorado Springs, Colo.

SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FOR our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nation-wide, running to \$100,000 monthly. 35 years salesmanship-in-print experience back of our campaigns. Submit sales problems for free diagnosis. 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

DIRECT MAIL

GARDNER "MASTERBILT" LETTERS AND COMPLETE DIRECT-MAIL CAMPAIGNS GET UNUSUAL RESULTS—33% replies from letter to agents; 100,000 mail orders, \$7.00 each, produced by one "masterbilt" Gardner letter direct-mailed to motorists; 2,700 replies from 10,000 four-page letter-folders to investors and \$2,000,000 stock sold by my direct-mail supporting personal salesmen. Twenty-five years' experience writing business-building direct-mail. Submit your sales problem for free suggestions and samples of my work. ERNEST F. GARDNER, 219-B. Balcony Bldg., Kansas City, Mo.

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The Taxi Weekly

Covers the Whole Cab Industry

New York Edition goes to 10,000 taxicab individual, fleet and company operators. Issued Mondays. National Edition goes to 4,000 fleet and company operators throughout the U. S. Issued Mondays. Published in its Own Printing Plant at 54 West 74th Street—New York City

Extra Copies

If you want extra copies of this issue please order promptly, as our supply is frequently exhausted a week after date of issue.

"GIBBONS knows CANADA"

J. I. GIBBONS Limited Advertising Agents
 Toronto Montreal Winnipeg Vancouver Hamilton London, Eng.
 New York Office 2152 Granbar Bldg. Thomas L. Briggs Manager for United States

Are you selling this city?

There are over 118,000 families in Chicago and its suburbs who read but one daily paper—the Chicago Evening American. This fact, learned in the most extensive direct survey ever conducted in Chicago, discloses a city apart—a population subject to the influence of but one daily paper—a great buying group that can be reached every day only through the Chicago Evening American.

Are you selling this city, or passing it by? Are its people kept constantly aware of your product and its merits? You can only be sure that they are by putting your story where they are surest to see it, and where, too, you can reach the largest evening circulation in Chicago.

CHICAGO EVENING AMERICAN

a good newspaper

One of the 28 Hearst Newspapers read by more than twenty million people—Member of International News Service, Universal Service and Audit Bureau of Circulations.

NEWS and comment about zone marketing, and advertising, prepared by the Business Survey of the World's Greatest Newspaper.

From the TOWER

SPACE-TIME STUDY

"Time will tell"

—OLD PORTUGUESE PROVERB

THE Chicago Tribune has carried 5,000 lines or more each year for the last five consecutive years for a total of 229 advertisers, local and national. For 47 of these consistent advertisers the Tribune practically has done the job alone. During no year of the



five did any of the 47 use as much as 5,000 lines in any other Chicago newspaper. Next in line is an evening paper with a total of 180 five-year 5,000-line accounts, only six of which depended upon it chiefly to do the advertising job. All in all, there are 298 five-year 5,000-line advertisers in Chicago newspapers. The Tribune can claim 77% of them, the second paper 60%, the third paper 52%, and the other three papers 51%, 35% and 17% respectively.

COMMUTER'S NOTE

CHICAGO tonight. Kansas City in the morning. Los Angeles tomorrow night via the new transcontinental air-rail line just opened by enterprising iconoclasts without respect for the beloved bugaboos, time and distance. Another route lifts the traveler from Chicago in the morning; drops him in California forty-eight hours later, beating the best previous time by rail by ten hours. New York is sixteen hours and fifty minutes away . . . Cleveland, Detroit, Indianapolis, St. Louis, Kansas City, Omaha and the Twin Cities just a nice morning's ride. . . Aviation is tightening the corn belt.

Alack! Second-Hand Space Buyer

IN the arts and sciences, there are those who break new ground, and those who climb on the bandwagon. There are those who imagine, and those who copy. There are



some who experiment and discover—and others who are content to follow in second-hand footsteps.

In advertising, there are those who are satisfied with legend, and those who get the hard, scrappy facts and form their own opinions. An oft-repeated legend is the one about evening papers reaching the home. And the hard, scrappy fact is, at least in Chicago and suburbs, that a morning newspaper—the Tribune—has more "home-delivered" circulation on week-days than any other Chicago daily newspaper!

There being no type in the house big enough to blare the sensational news that loaded the wires, an artist hand-lettered this headline that appeared in the Chicago Tribune August 5, fifteen years ago.



PROPHECY

UNDER the name of the Chicago Tribune one reads: 'The World's Greatest Newspaper.' On the editorial page one sees, in italics: Chicago will be the greatest city in the world. I spent several days in Chicago, and I said to myself: 'Well, as a matter of fact, why shouldn't Chicago become the greatest city in the world?' . . . As the Far West grows richer, Chicago proportionately grows and prospers—nearly a thousand miles from New York . . . One can imagine New York's remaining the great market place of the empire and the financial center of the world—the war gave it that eminence—while Chicago, full of power, between an East and a West equally rich, extends its manufactures, its

Non-Euclidean Proof . . . Nationalitis . . . Fifteen Years Ago . . . Second-Hand . . . Six-Months Story . . . Prophecy . . . 10-Hour Lop . . . Record June . . . Like Unto Hot Cakes

textile industries, its factories, its warehouses, along sixty miles of Lake Michigan shore, until Chicago does become, finally, the greatest city in the world."—CLAUDE ANET in *Vanity Fair*.

NATIONALITIS

IN their eagerness to be known as 'national advertisers,' a certain percentage of business men take a few dollars' worth of space every year in magazines with national circulations, appearing in an explosive manner in the pages of such publications from time to time, apparently without gain to themselves and certainly without impressing the public. Advertising on a national scale runs into millions, and when the aspirant thinks in terms of thousands he is merely wasting his time and money.



A job of advertising should be well done or not at all. For small men with big ideas something aimed directly at a certain class of people who might be interested is much more effective than scattered shot.—E. M. Ruttenber in *Daily News Record*.

Car Sales 27% Up

IN Cook County during May, 14,263 new cars were registered. This brought the total for the first five months to 54,715 as compared with 43,980 cars in the same period of 1926, the previous record year, or an increase of 24 per cent. In the Zone the five months' total was 405,116 or 27 per cent greater than the corresponding period in 1926.

—Chicago Tribune Survey

CIRCULATION

DURING June Tribune circulation, daily and Sunday, was maintained at a certain level of any June in Tribune history: 856,892 daily and 1,134,918 on Sunday.

More than a Million GAIN!

During the first six months of 1929, the Chicago Tribune gained a total of 1,286,743 lines of advertising over the same period of last year. The combined gains of the two leading Chicago evening papers for the period was less than half a million. Or to be exact, 492,699 lines.